

# **DCMC**

## **FY 1997 Business Plan**

### **Monthly Management Review**

**March 13, 1997**

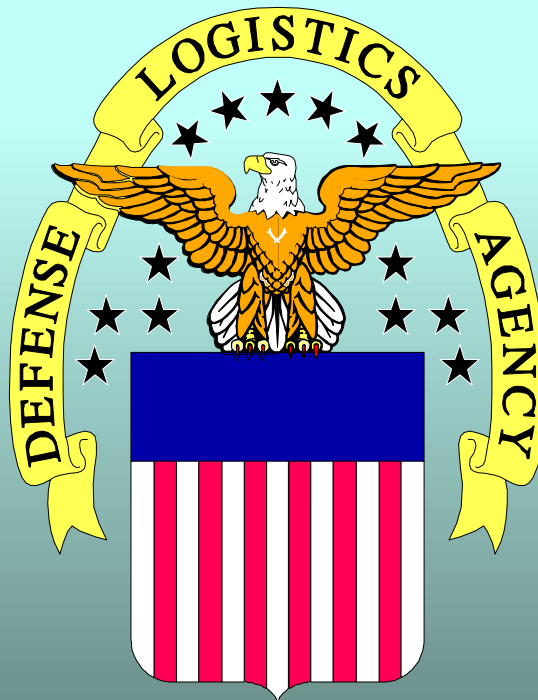
# Agenda

District International	1300 - 1345
District West	1345 - 1430
District East	1430 - 1515
Head Quarters	1515 - 1600
AQAC	1615 - 1715
Action Items	1715 - 1730
Commanders Assessment	1730 - 1800

# DCMC

## Monthly Management Review

# DCMDI





# DCMDI Resource Management

## Business Performance Metric

Int'l

### 1. Budget Execution

A. Total

Red

B. Direct

Red

C. Reimbursable

Red

### 2. Personnel

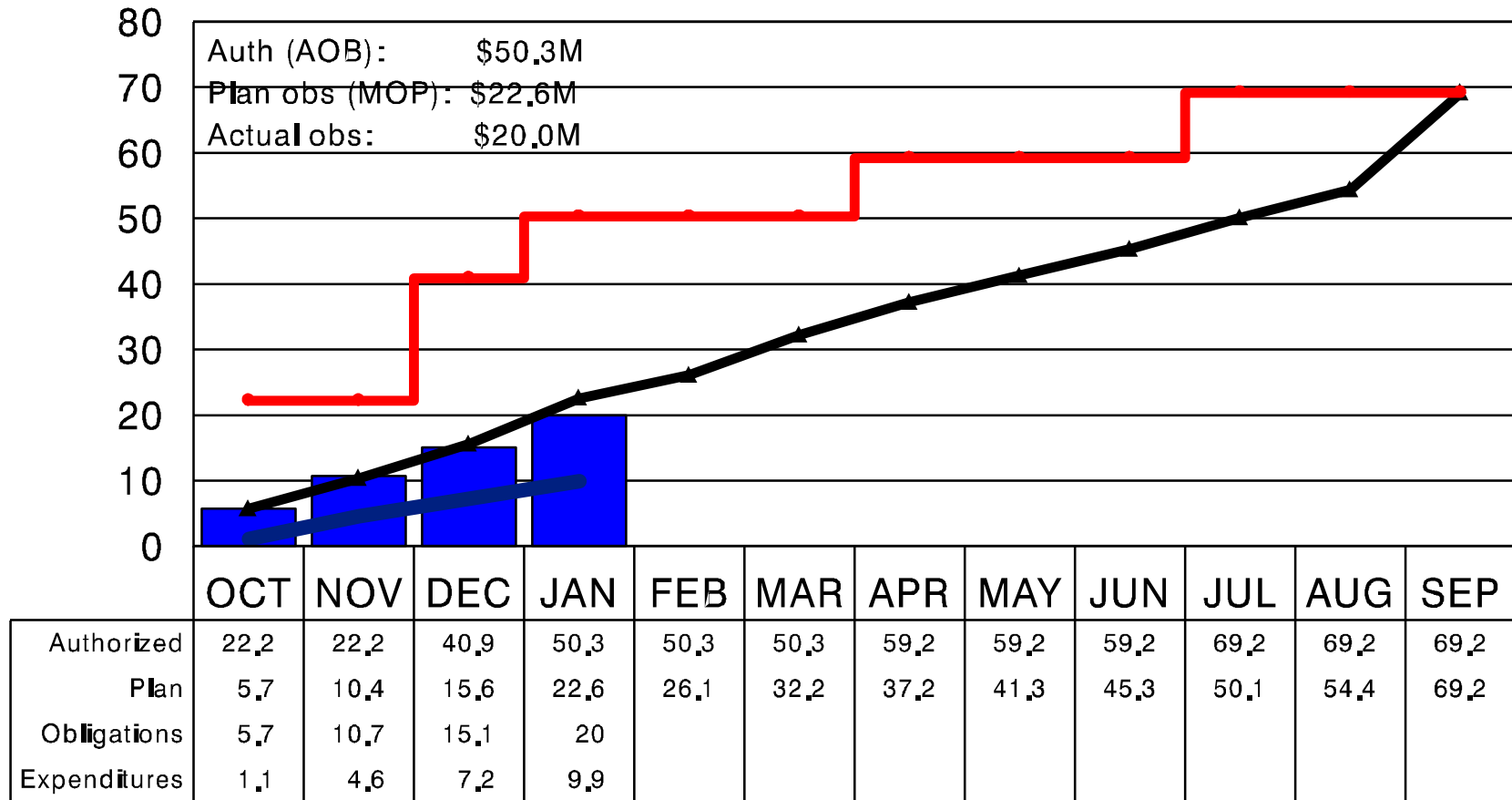
A. Full Time Equivalent Execution

Red

# DCMDI Resource Management

## FY 97 Total Execution

Millions of dollars



Obligations/plan 88%

— Authorized    ▲ Plan    ■ Obligations    ● Expenditures



# DCMDI Resource Management

## FY 97 Reimbursable Execution

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Status: **RED**

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Comments: (as of 31 Jan 97)

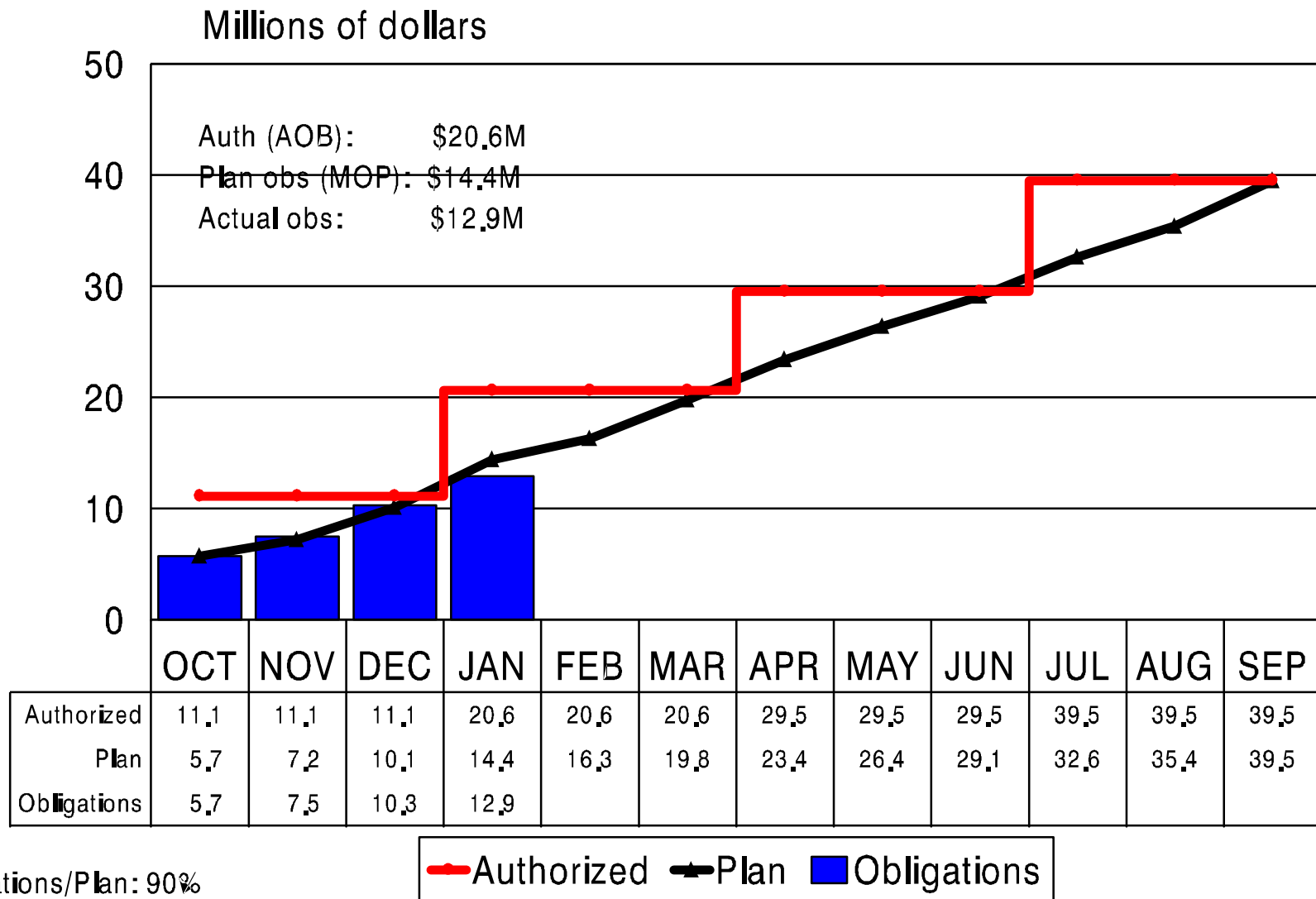
\$0.9M underexecution is due to difficulties in filling vacancies, Eskan Village non-labor costs lagging behind expectations, and \$165K in headquarters labor costs being accounted for under direct rather than 1.5% CAS funding.

Actions taken:

22 personnel are expected in the Mar/Apr time frame. Eskan costs are still expected and may even exceed plan. DFAS has advised labor dollars will be moved eff 3/20/97 per DCMDI instruction.

# DCMDI Resource Management

## FY 97 Direct Execution



Obligations/Plan: 90%



# DCMDI Resource Management

## FY 97 Direct Execution

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Status: **RED**

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Comments: (as of 31 Jan 97)

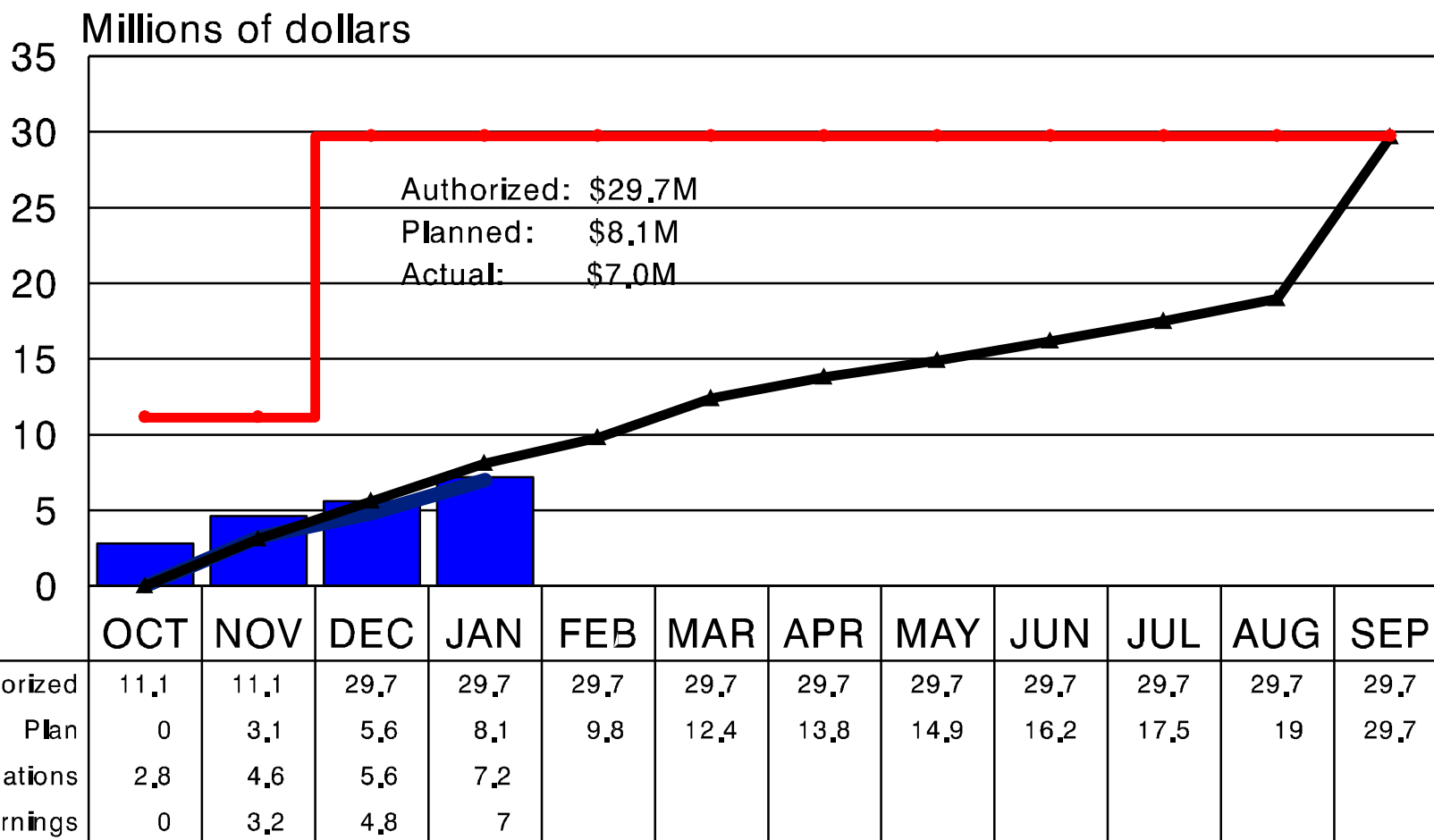
\$1.7M underexecution to plan is due to non-receipt of 1st Qtr long-haul communications bill and the straightlining of the combined HQ DCMDI and Assessment Center plan.

Actions taken:

DCMDI will follow-up with FO on status of long-haul communications bill. The combined HQ DMCDI and Assessment Center plan will be revised to establish more realistic goal.



# DCMDI Resource Management FY 97 Reimbursable Execution



Earnings/Plan: 86%  
Obligations/Plan: 89%

— Authorized    — Plan    ■ Obligations    — Earnings



# DCMDI Resource Management

## FY 97 Total Execution

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Status: **RED**

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Comments: (as of 31 Jan 97)

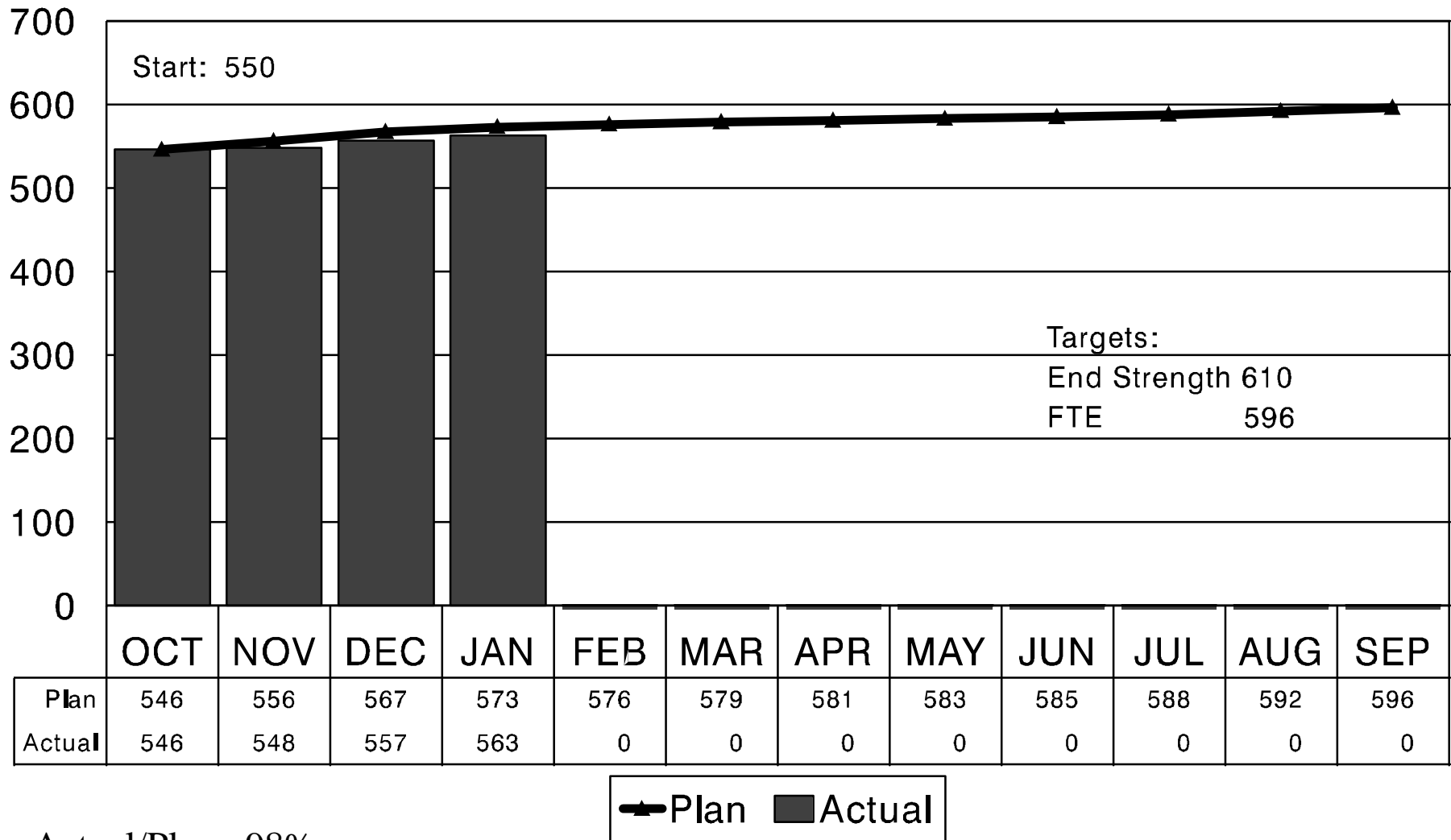
\$2.6M underexecution to plan due to non-receipt of rents, communications and utility bills across the District and difficulties in filling reimbursable FTE vacancies in CAO Saudi Arabia. These costs were somewhat offset by the overexecution of mission travel and transportation.

Actions taken:

Rents, communications and utility bills are expected to be obligated within the 2nd quarter. CAOs and HQ DCMDI will follow-up to ensure bills are received and obligated.

# DCMDI Resource Management

## FY 97 FTE Execution





# DCMDI Resource Management

## FTE Execution

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Status: **RED**

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Comments: (as of 31 Jan 97)

DCMDI (minus Assessment Center) under executed the 560 FTEs by 17

Actions taken:

Initiated aggressive hiring processes to fill vacancies (22 selections made with report dates in Mar/May)

Created short term positions to bridge gaps and hiring lag times

Hire additional number of employees, peaking at mid-year, to achieve desired “burn rate”.



# DCMDI Resource Management

## FTE Execution

Status: **RED**

Comments: (Continued)

o DCMDI initial 582 FTEs for FY97 revised to 596 (582 minus 22 FMS in Saudi, plus 36 Direct for the Assessment Center)

o FTE Status (596 minus 36 Assessment Center FTEs):

<u>FTEs</u>		<u>'Burn Rate'</u>	<u>Under/Over</u>
421	Direct	422*	1
<u>139</u>	<u>Reimbursable</u>	<u>121*</u>	<u>(18)</u>
560	Total	543	(17)

o Reimbursable total (caused by Saudi Safe Haven and Kuwait ramp-up). \*Reflects 11 FTE transfer from Direct to Reimb funds for District Staff realignment to 15 FMS funded positions.



# DCMDI Mission Performance

Performance Metric	DCMC	East	West	Int'l
1. Right Item - Conforming Items (3.7.1.3)				NR
• Design Defects (3.10.1 and 3.10.1.1)				Green
• Packaging Discrepancies (3.4.1) (begin 4Q 97)				NR
• Adopted Software Recommendations (3.10.1.6)				Green
2. Right Time - On Time Contractor Delivery (3.7.1)				NR
• Customer Priority List (CPL) Coverage (3.7.2)				Green
• Engineering Change Cycle Time (3.10.2.2)				Yellow
• Schedule Slippage's on Major Programs (3.12.2.1) (begin Jun 97)				NR
• Shipping Document Cycle Time (3.5.2) (begin 2Q97)				NR
3. Right Price - Cost Savings & Avoidances (1.4.1)				NR
• ROA on Property from Plant Clearance (4.3.1)				Green
• Negotiation Cycle Time (2.2.2)				Green
• UCA Definitization (2.2.2.1)				Yellow
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)				Green
• Open Overhead Negotiations (4.4.1)				Green
• Cost Overruns on Major Programs (3.12.1.4) (begin Jun 97)				NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)				Green
4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)				Green
• Repeat Requests for Early CAS (1.2.3.1)				Green



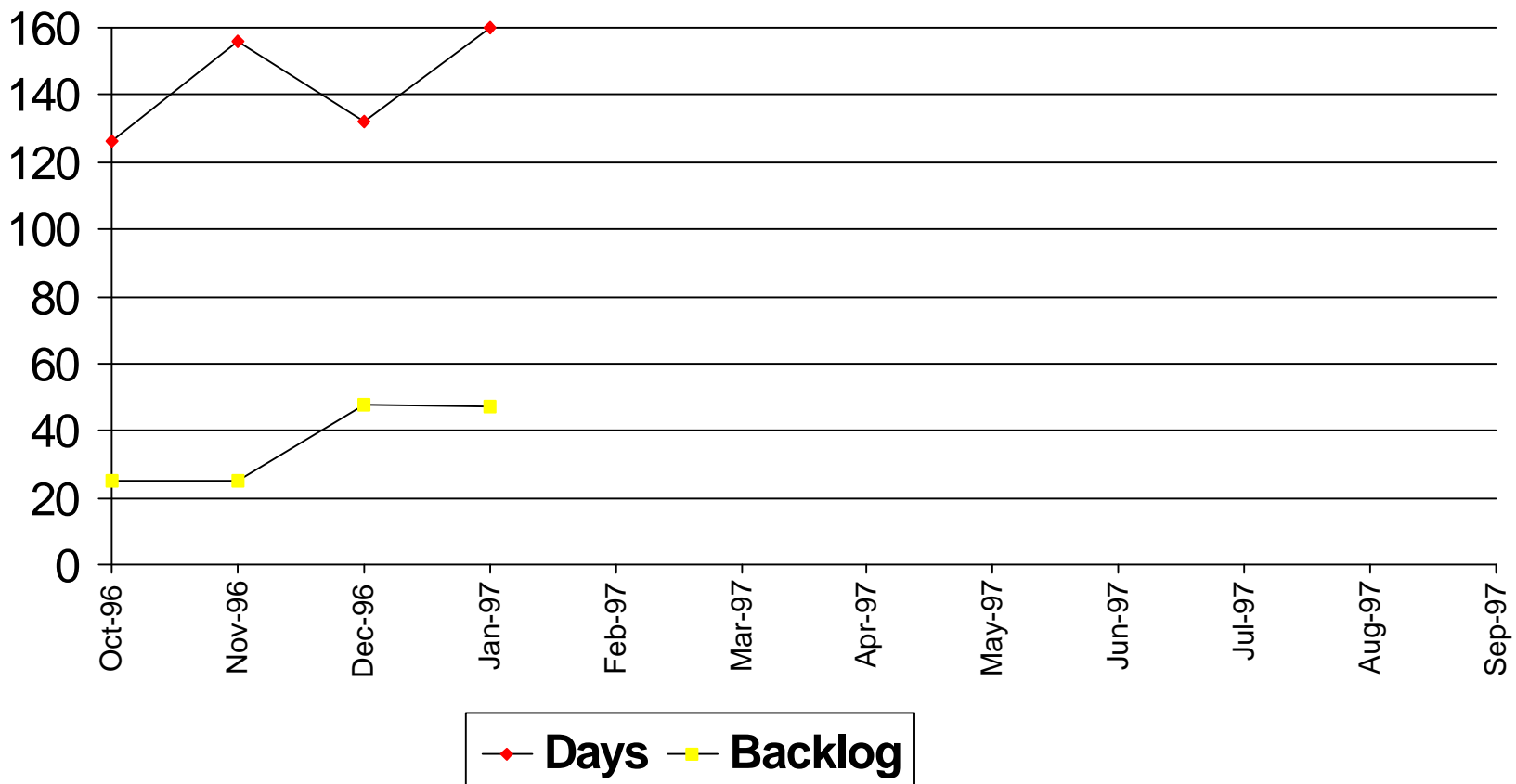
# DCMDI Mission Performance (Con't)

Performance Metric	DCMC	East	West	Int'l
• % Contractors on Contractor Alert List (CAL) (2.1.1.2) (begin 3Q97)				NR
• Single Process Implementation (2.1.2)				Green
• Preaward Survey Timeliness (2.1.2)				Green
• Amount of DoD Property (3.2.1.1)				NR
• Excess Property (3.2.1.2)				Green
• Delay Forecast Coverage (3.7.1.1)				NR
• Delay Forecast Timeliness (3.7.2.1)				NR
• Delay Forecast Accuracy (3.7.1.2)				NR
5. Right Reception - Customer Satisfaction (3.11.1.1)				Yellow
• Service Standards (1.3.1) (begin 2Q97)				NR
• Trailer Cards (3.11.1.2)				Green
6. Right Efficiency - Contracts per FTE (1.1.8)				NR
• Contract Closeout (4.2.2.2)				Green
• Canceling Funds (TBD) (begin Mar 97)				Green
• Termination Actions (4.1.2) (begin Mar 97)				Yellow
7. Right Talent - Training Hours (1.8.1)				Green
• DAWIA Certification (1.8.1.2)				Green
• Course Completion (1.8.1.1)				Green
• Training Quota Usage (1.8.1.3)				Green



# DCMDI Right “Time”

Engineering Change Cycle Time  
(Contractor Submission to PCO Disposition)







# DCMDI Right “Time”

## Engineering Change Cycle Time

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Status: Yellow

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### Comments:

Class I ECP backlog is defined as those without a PCO Disposition Date in the ACTS. Chart reflects Class I ECPs without a PCO Disposition Date and the average age of those.

Age of ECPs is caused by a combination of

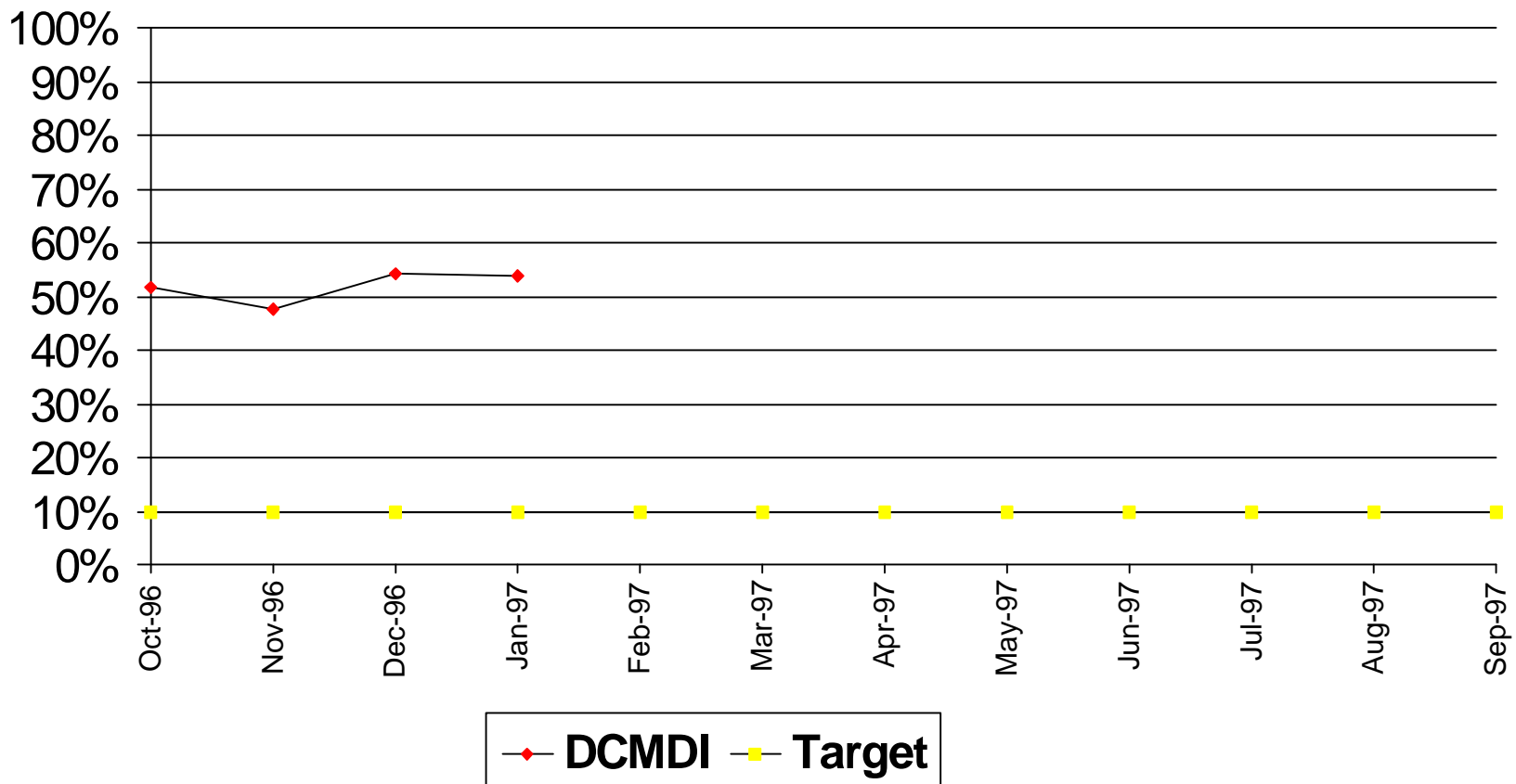
- 1) Not enetering PCO Dispostion date in ACTS
- 2) Closing easier ECPS faster than harder ones



# DCMDI Right “Price”

## UCA Definitization

(UCAs >180 Days/UCAs On-Hand)





# DCMDI Right “Price” UCA Definitization

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Status: Yellow

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Comments: (Goal is 10%)

Backup Info: Yellow. DCMC NE is working closely with Contractors and Buying Activities. DCMC is dedicating more resources to backlog.

- DCMC Northern Europe
  - # of UCAs (76) > 180 days (36)
  - = 47% Overage
- DCMC Americas
  - # of UCAs(92)> 180 days(57)
  - = 62% Overage

Business Plan Reference None

## Problem Description

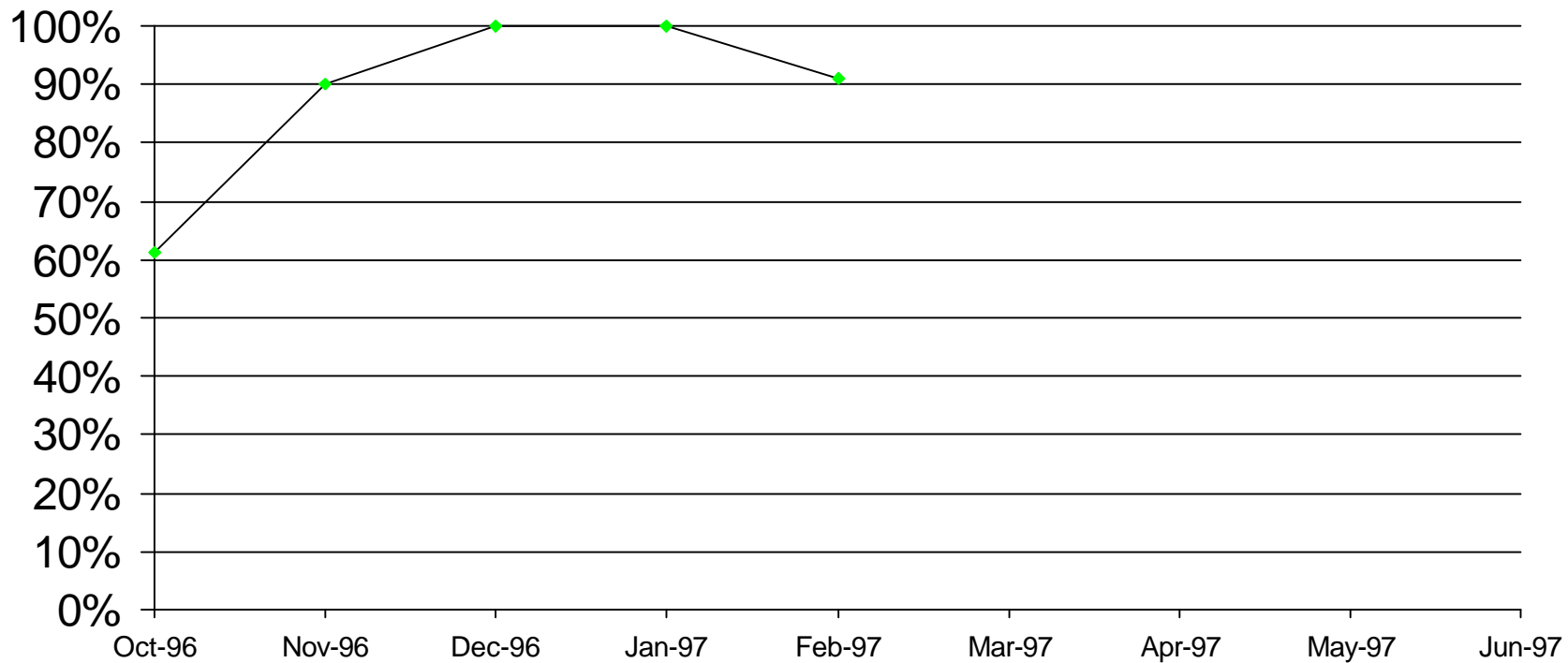
- DCMC Northern Europe
  - Untimely Proposals
  - Buying Activity Funding
- DCMC Americas
  - Backlog



# DCMDI Right “Reception”

## Phone Service Standard

(# Met / Opportunities)





# DCMDI Right “Reception” Phone Service Standard

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Status: Yellow

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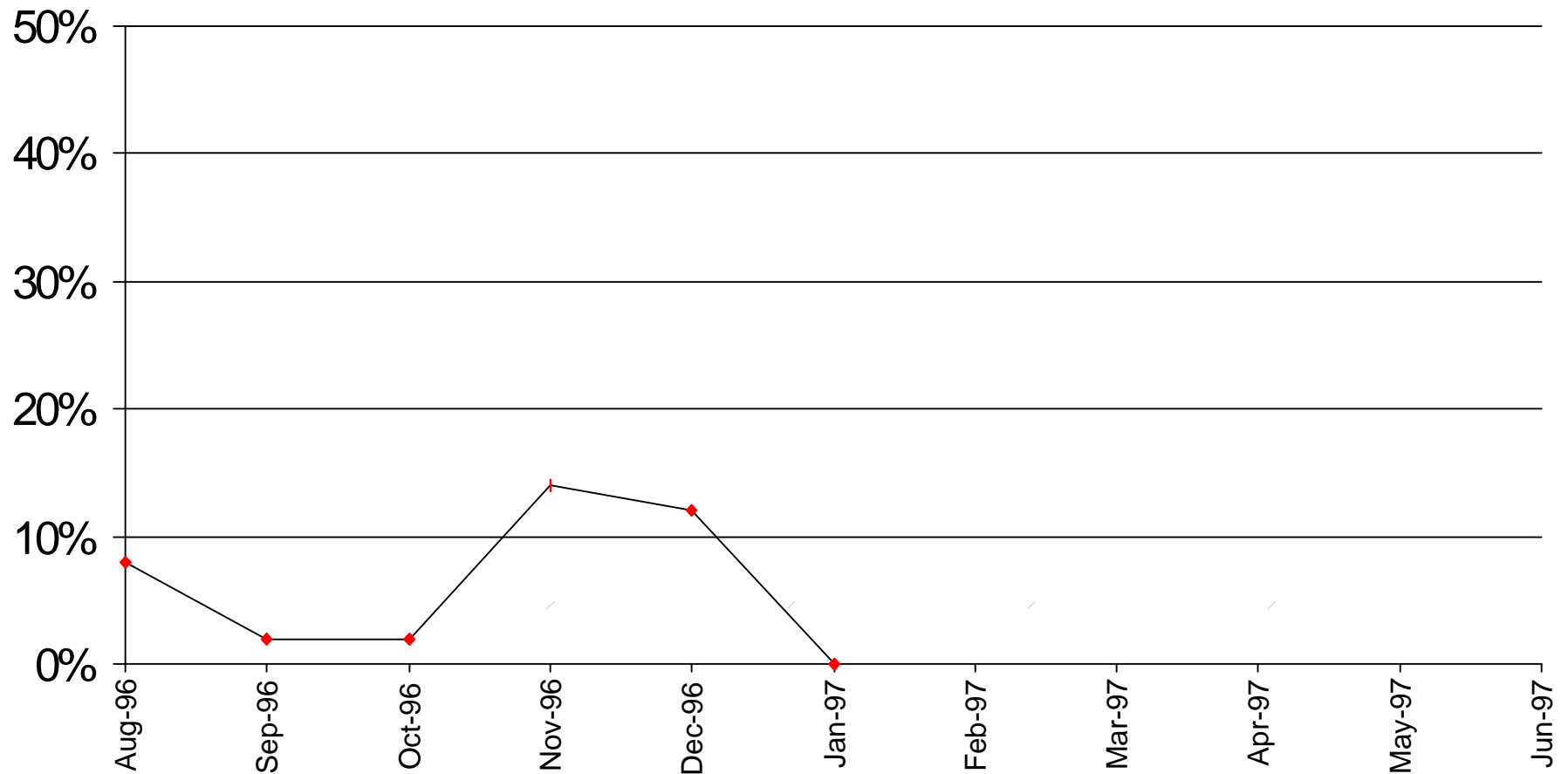
Comments: DCMC Turkey has moved into new office space. New answering machine has not been installed.

DCMDI

# Right Efficiency

## Contract Closeout

(Overage Contracts/Contracts Overage with Expiring Funds)



Business Plan Reference: None

DCMDI

# Right Efficiency

## Contract Closeout

(Overage Contracts/Contracts Overage with Expiring  
Funds)

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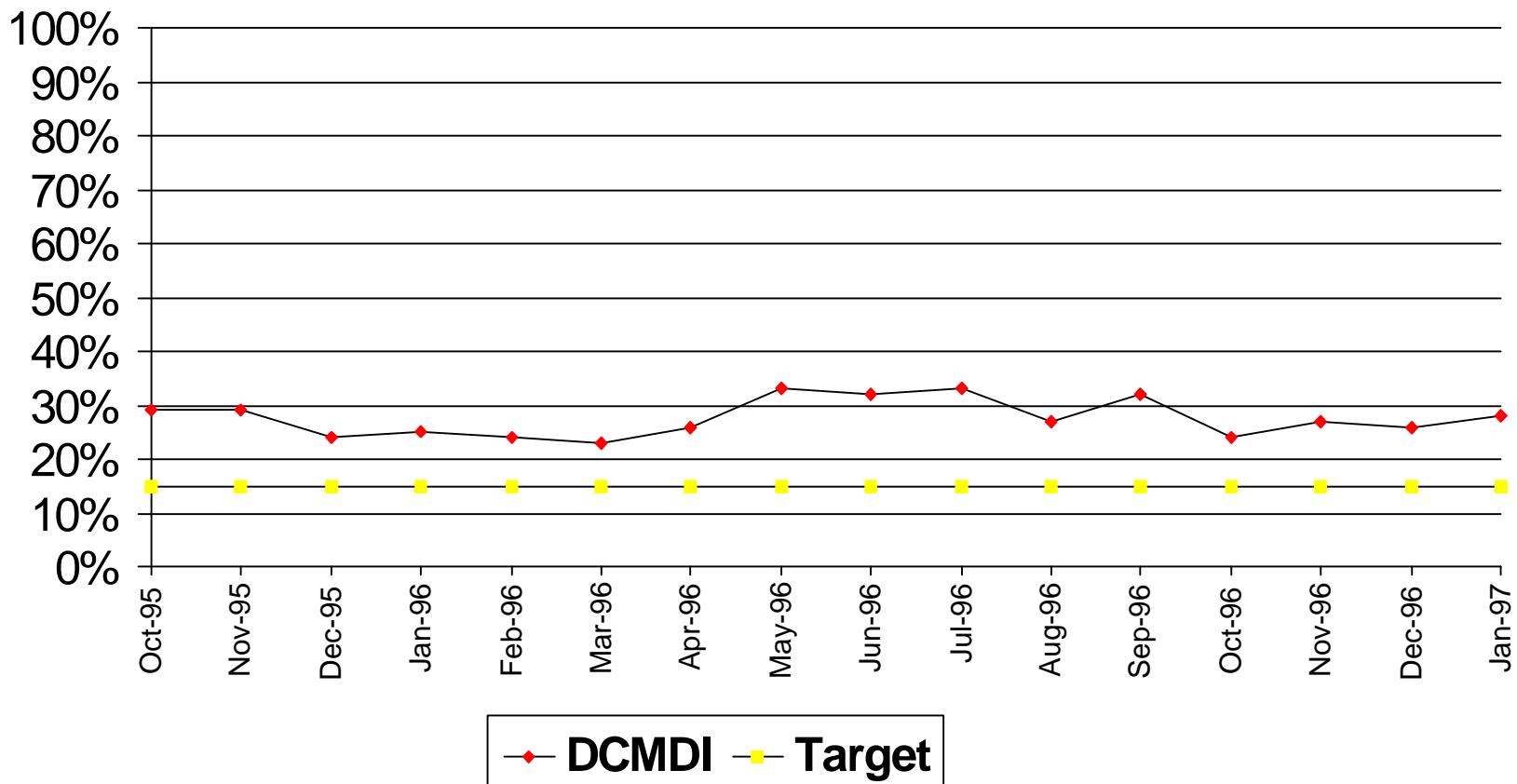
DCMDI has a total of 212 overaged contracts divided by a total of 0 overage contracts with canceling funds for 0%.

Business Plan Reference: NONE



# DCMDI Right “Efficiency”

Termination Actions  
(Dockets Overage / Total Dockets)







# DCMDI Right “Efficiency”

## Termination Actions

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Status: Yellow

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Comments: (Goal is 15%)

Backup Info: Yellow.

We have 11 overage dockets out of a total of 39 dockets for 27% overage percentage.

No dockets have funds due to cancel.

NEurope has highest count 19 dockets 5 of which are more than 2yrs. Target 3mos to close.

All offices will meet FY 97 target (have 0 dockets >2yrs old).

# DCMDI Performance Improvement

## 1997 Business Plan - Performance Goals

Int'l

- |   |       |
|---|-------|
| 1.1.1 Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS CHALLENGE) (briefed under Mission Rights)   | Green |
| 1.2.1 Increase the percentage of items (source inspected) conforming to product specifications (Right Item under Mission item #1)   | Green |
| 1.2.2 Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule (Right Time under Mission item #2)   | Green |
| 1.2.3 Increase overall DCMC ROI by 10% over the FY 96 baseline (Right Price under Mission item #3)  | Green |
| 1.3.1 Continually improve all facets of the contract close-out process (Targets=Less than 5%/20% overage contracts for those with/without canceling funds respectively (Right Efficiency under Mission item #6A)) | Green |
| 2.1.1 Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites   | N/A   |
| 2.1.2 Establish/maintain/improve surveillance process to sense/satisfy customer needs (DELIVERY DELINQUENCIES CHALLENGE) (Right Time under Mission items # 2A-2G)   | N/A   |
| 2.1.3 Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century                                     | N/A   |
| 2.1.4 Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS CHALLENGE)   | Green |

# DCMDI Performance Improvement (Con't)

## 1997 Business Plan - Performance Goals

Int'l

- |       |   |       |
|-------|---|-------|
| 2.1.5 | Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS CHALLENGE)                            | Green |
| 2.1.6 | Support info technology initiatives by deploying 90% of projects in the ARM plan on schedule (INFORMATION TECHNOLOGY CHALLENGE)                     | NR    |
| 2.1.7 | Develop/deploy small quantity of outcome-oriented performance measures which best   | Green |
| 2.1.8 | Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA CHALLENGE)                        | Green |
| 2.2.1 | Use the results of Performance Based Staffing Assessment to better structure and utilize the workforce  | Green |
| 2.3.1 | Improve mission and support processes by conducting USA and management control reviews; incorporate areas for improvement into the planning process | Green |
| 2.3.2 | Assess organizational performance through the accomplishment of 30 IOAs during FY 97  | Green |
| 2.3.3 | Continue those benchmarking projects started in FY 96   | N/A   |
| 2.3.4 | Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations                      | N/A   |
| 2.3.5 | Refine Internal Assessment (INTERNAL ASSESSMENT CHALLENGE)  | N/A   |

# DCMDI Performance Improvement (Con't)

## 1997 Business Plan - Performance Goals

Int'l

3.1.1 Reduce facilities costs - bring footage of office space into compliance

NR

with DLA standard - move offices from leased space into DoD space

3.1.2 Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide

Green

3.1.3 Increase civilian supervisory ratio to 13:1

Green

3.1.4 Prepare for Defense Business Operations Fund (DBOF CHALLENGE)

N/A

3.2.1 Develop and implement an integrated planning, programming, budgeting,

Green

execution, and assessment management system.

3.3.1 Improve work environment to enhance employees' well being, productivity

Green

4.1.1 Maintain overall customer satisfaction level greater than 4.0

Green

(Right Reception under Mission item #5B)

4.1.2 Field activities continue to solicit customer satisfaction information

Green

via Trailer Cards (Right Reception under Mission item #5C)

4.2.1 Increase FEDCAS reimbursable earnings to \$17.5M by close of FY 97

Green

(327,164 hours at rate of \$53.49)

5.1.1 Establish, maintain and improve a strategic workforce development

Green

system that addresses current and future skills needed to satisfy customer

requirements (WORKFORCE SKILLS CHALLENGE) (Right Talent under Mission item #7)

5.2.1 Increase percentage of eligible organizations with partnership agreements/councils

Green

# DCMDI Performance Improvement Goal 2.1.6

## Information Technology Challenge

(Percent of IRM Projects Selected that were deployed on Schedule)

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**Status: NR**

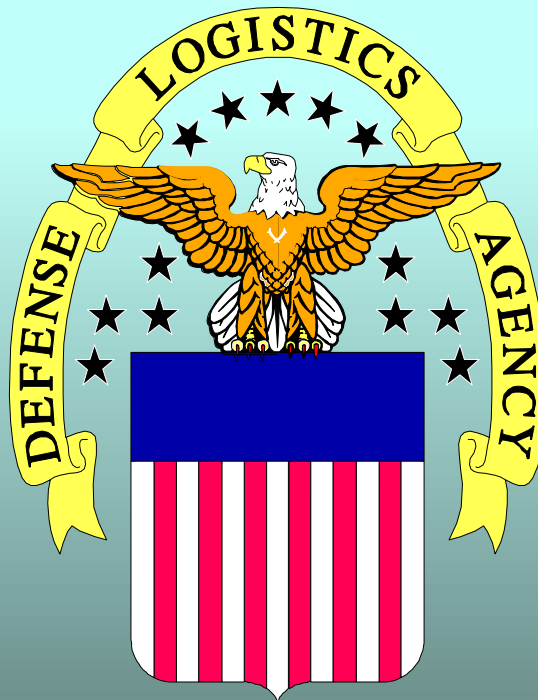
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### Comments:

Reported on by AQAC, CAPT Case. If we have input, we forward to Mr. Fraser Yeung at AQAC.

# DCMC Monthly Management Review

## DCMIDW



# DCMC Monthly Management Review

Col Johnson/DCMDW

March 13, 1997





# Overview

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- Resource Management
  - Mission Performance
  - Performance Improvement



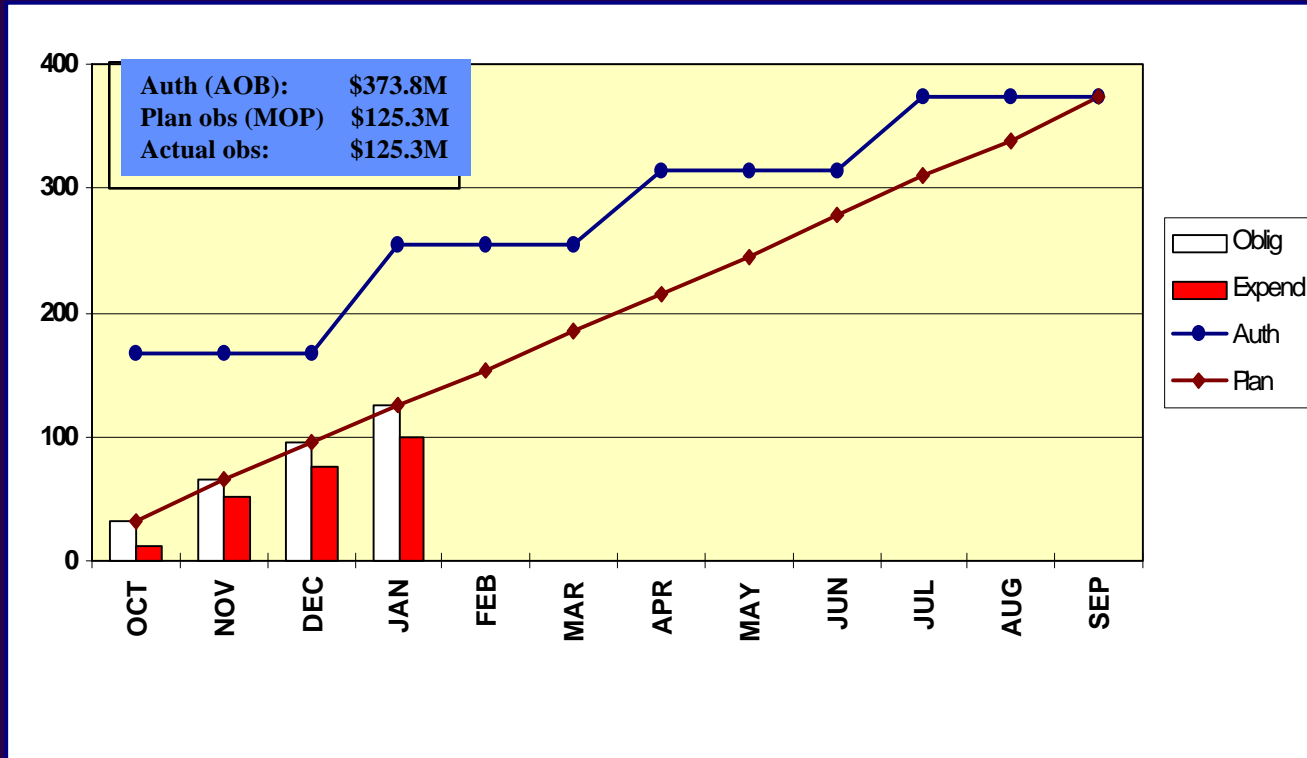


# Resource Management

Business Performance Metric	West
• Budget Execution	
• Total	Green
• Direct	Green
• Reimbursable	Green
• FTE Execution	
• Total	Green

# FY97 DCMDW Total Execution

Millions of Dollars

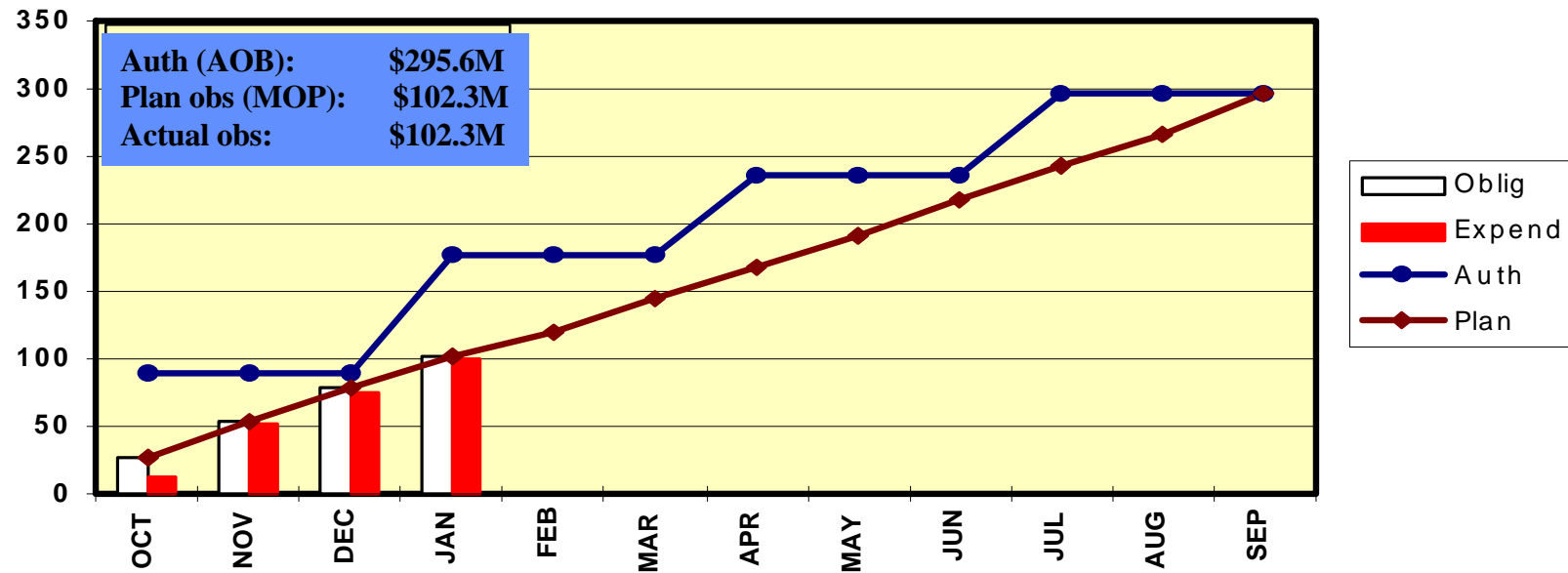


	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Auth	167.816	167.816	167.816	254.559	254.559	254.559	314.117	314.117	314.117	373.822	373.822	373.822
Plan	32.393	64.962	95.467	125.308	154.172	185.755	215.874	245.52	277.903	309.783	339.243	373.822
Oblig	32.393	64.962	95.467	125.308								
Expend	12.011	51.419	74.949	100.337								

Obligations/plan: 100%

# FY97 DCMDW Direct Execution

Millions of Dollars

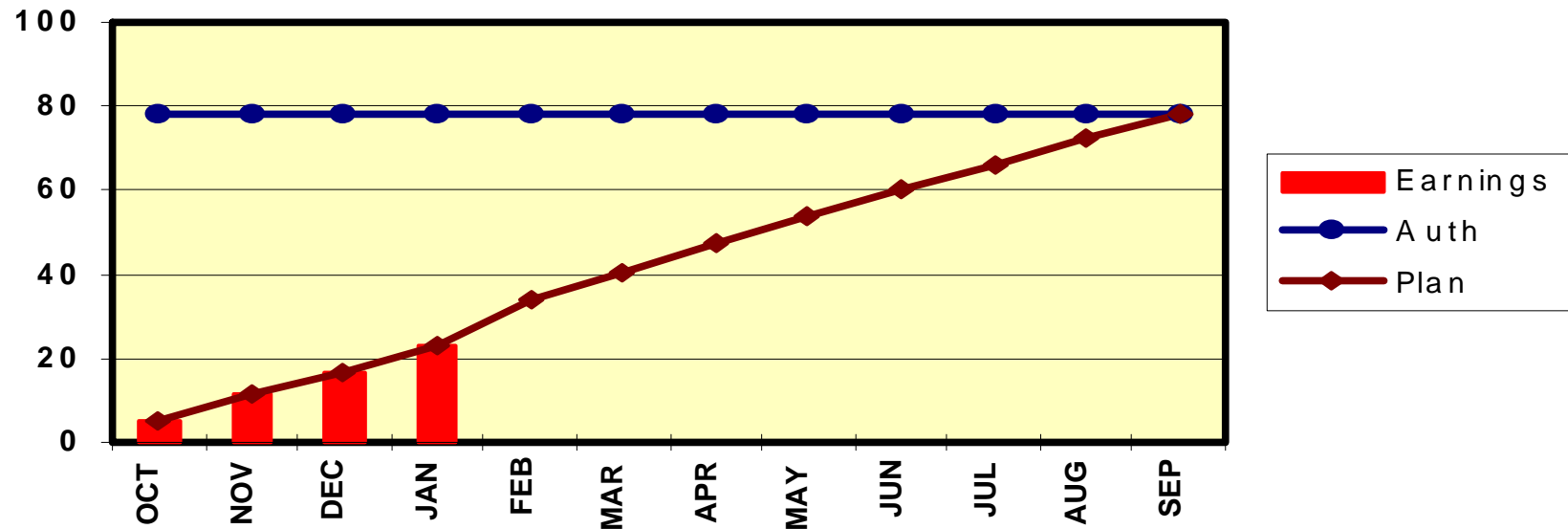


	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Auth	89.599	89.599	89.599	176.342	176.342	176.342	235.9	235.9	235.9	295.605	295.605	295.605
Plan	27.046	53.577	79.057	102.303	120.427	145.519	168.655	191.751	217.936	243.55	266.878	295.607
Oblig	27.046	53.577	79.057	102.303								
Expend	12.011	51.419	74.949	100.337								

Obligations/plan: 100%

# FY97 DCMDW Reimbursable Execution

Millions of Dollars

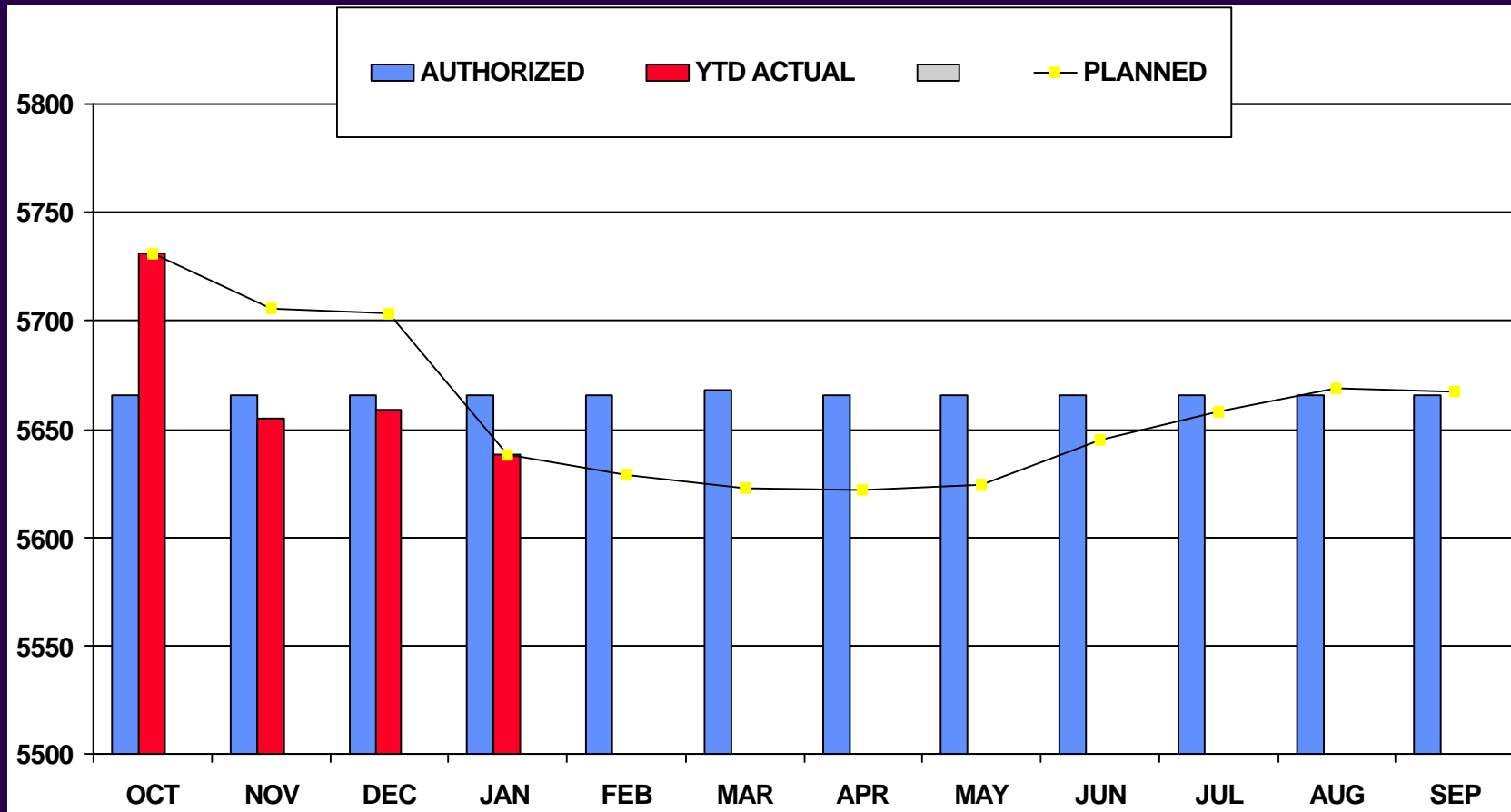


	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Auth	78.217	78.217	78.217	78.217	78.217	78.217	78.217	78.217	78.217	78.217	78.217	78.217
Plan	5.347	11.385	16.41	23.005	33.745	40.236	47.22	53.77	59.969	66.235	72.367	78.217
Earnings	5.347	11.385	16.41	23.005								

Obligations/plan: 100%

# DISTRICT FTE STATUS

a/o JAN 97



AUTHORIZ	5666	5666	5666	5666	5666	5668	5666	5666	5666	5666	5666	5666
PLANNED	5731	5706	5703	5638	5629	5623	5622	5624	5645	5658	5669	5667
YTD ACTU	5731	5655	5659	5638								

Within 0.5% of Plan



# Mission Performance

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- Resource Management
- ☒ • Mission Performance
- Performance Improvement



# Mission Performance

Performance Metric	West
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	<b>Green</b>
• Packaging Discrepancies (3.4.1)	<b>NR</b>
• Adopted Software Recommendations (3.10.1.6)	<b>Yellow</b>
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	<b>Green</b>
• Engineering Change Cycle Time (3.10.2.2)	<b>Yellow</b>
• Schedule Slippage's on Major Programs (3.12.2.1)	<b>NR</b>
• Shipping Document Cycle Time (3.5.2)	<b>NR</b>
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	<b>Green</b>
• Negotiation Cycle Time (2.2.2)	<b>NR</b>
• UCA Definitization (2.2.2.1)	<b>Red</b>
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	<b>Green</b>
• Open Overhead Negotiations (4.4.1)	<b>Red</b>
• Cost Overruns on Major Programs (3.12.1.4)	<b>NR</b>
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	<b>Green</b>
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	<b>Green</b>

Performance Topic



## Right Item

### Design Defects Waivers/Deviations

# of Major/ Critical Waivers/ Devs.(W/Ds) per 1,000 Kts.

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Status: Green      FY 97 GOAL : 0.52 W/Ds per 1000 Kts

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- January Status: 0.35 W/Ds Per 1000 Kts.
- No systemic Problems.
- Status changed from Yellow to Green.

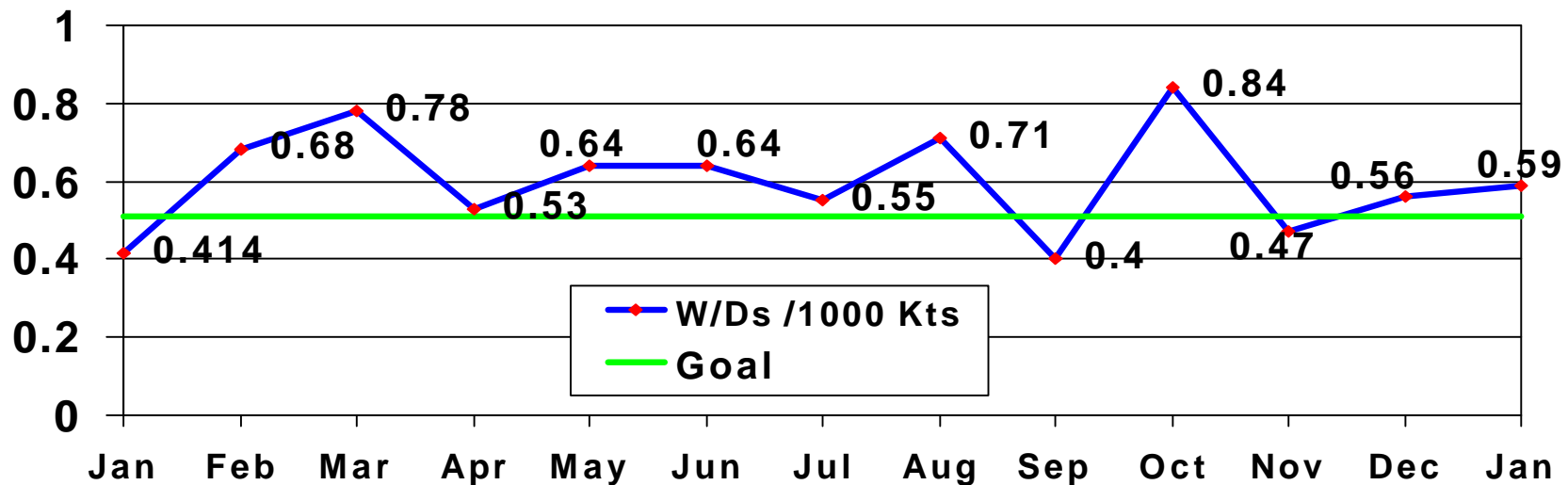
97-1.2.1.1 (DCMDW)





# Right Item

Design Defects (Ws/Ds)-Data not revised  
# M/C Ws/Ds Per 1K contracts  
(Jan 96-Jan 97)

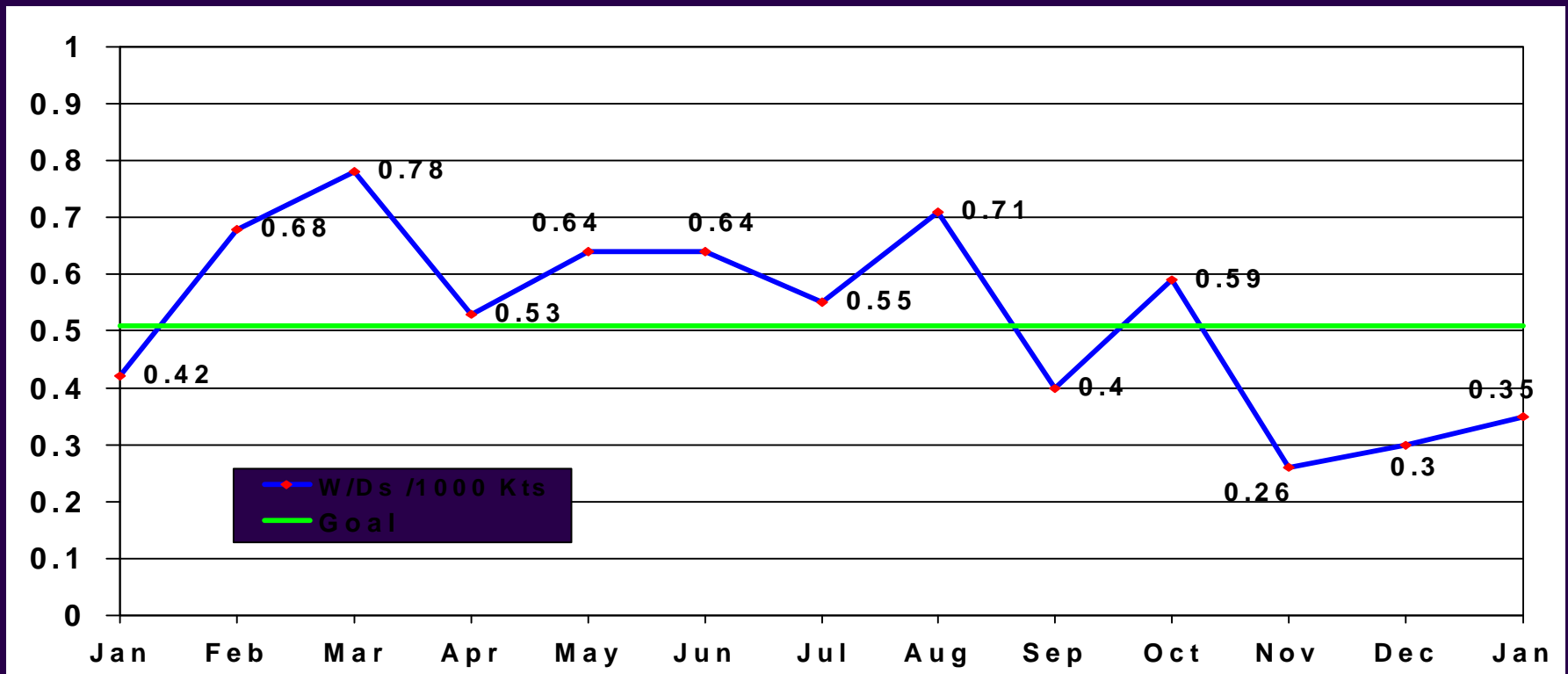




# Right Item

Design Defects (Ws/Ds)- Data Revised from Oct 96- Jan 97.

# M/C Ws/Ds Per 1K contracts  
(Jan 96- Jan 97)





# Right Item

## Design Defects Waivers/Deviations

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### Summary

- Previously DCMC Denver, Lucas Aerospace driving the District performance.
- DCMDW staff assistance visit :
  - Determined non-conformances were for minor characteristics.
  - Disagreed with the CAO categorization of major waiver due to multiple minor deficiencies.
  - During the last 16 months all the waivers have been approved by the PCO as minors.
- Conclusion: The waivers are minor. DCMC Denver-Utah concurs.



# Mission Performance

Performance Metric	West
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	Green
• Packaging Discrepancies (3.4.1)	NR
• Adopted Software Recommendations (3.10.1.6)	Yellow
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	Green
• Engineering Change Cycle Time (3.10.2.2)	Yellow
• Schedule Slippage's on Major Programs (3.12.2.1)	NR
• Shipping Document Cycle Time (3.5.2)	NR
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	Green
• Negotiation Cycle Time (2.2.2)	NR
• UCA Definitization (2.2.2.1)	Red
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green
• Open Overhead Negotiations (4.4.1)	Red
• Cost Overruns on Major Programs (3.12.1.4)	NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	Green

Performance Topic



# Right Item

## Surveillance of Software Development

65 percent of comments prior to Coding of which 30 percent are accepted

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**STATUS:** YELLOW

FY 97 GOAL : 65% prior to coding, of which 30% accepted

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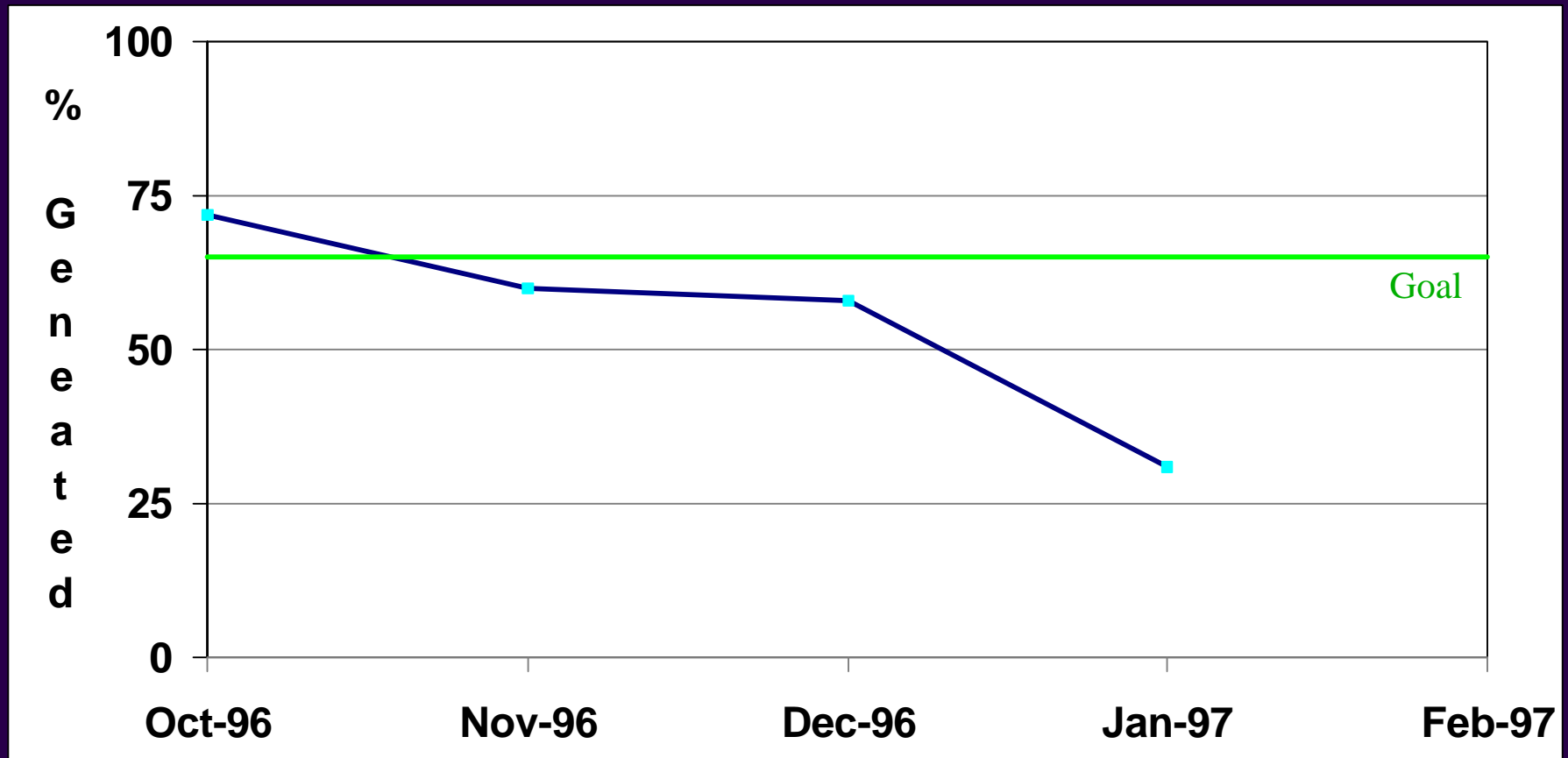
- January: 31% of comments are generated prior to coding.
- 72% of comments accepted



# Right Item

## Surveillance of Software Development

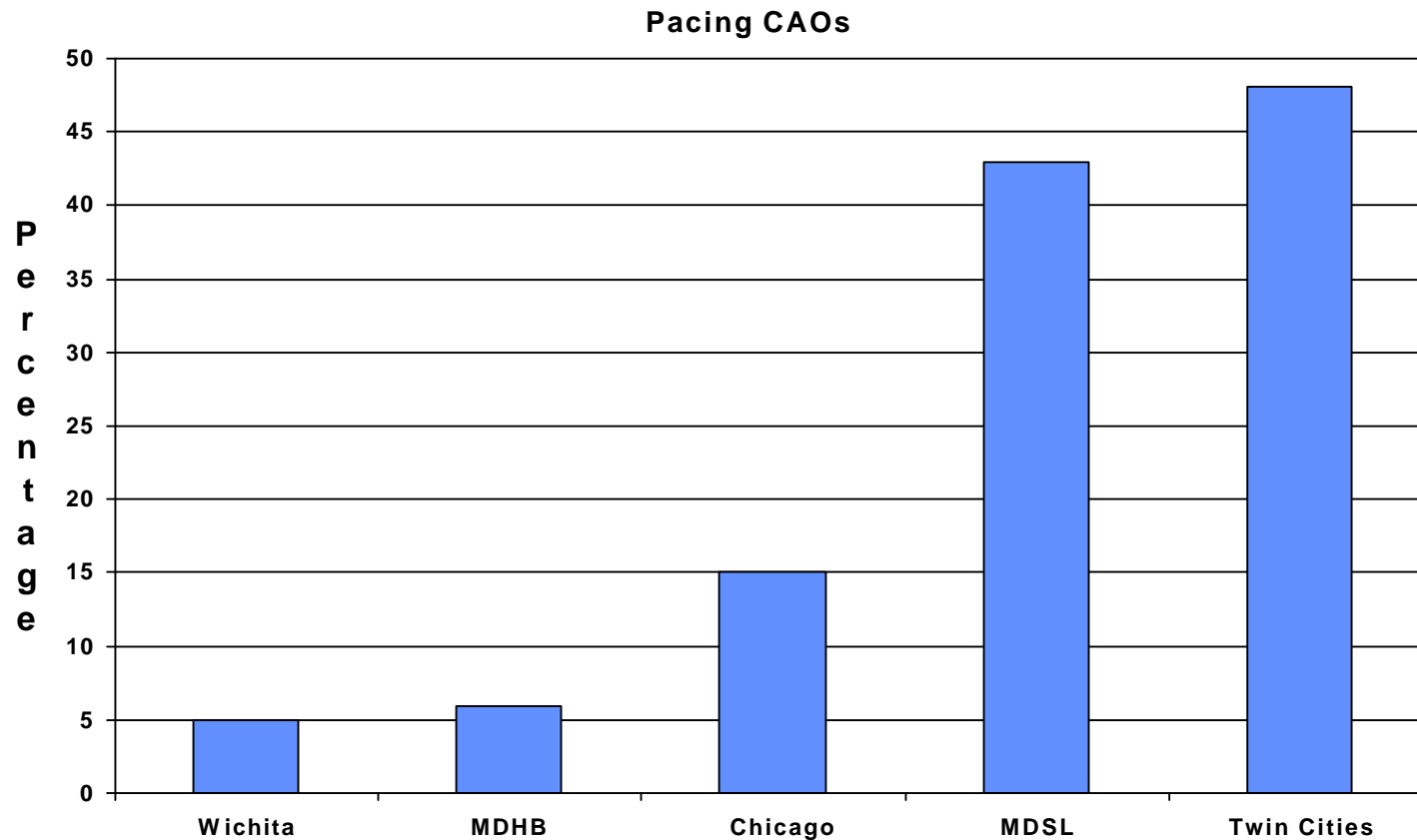
Sixty-five percent of comments prior to Coding





# Right Item

Metric: 65% of comments prior to coding  
CAOs not meeting goal





# Right Item

## Surveillance of Software Development

Sixty-five percent of comments prior to Coding of which 30 percent are accepted

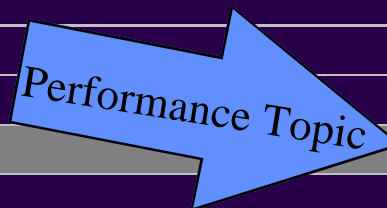
- DCMDW is at 31% of comments made prior to coding.
  - The workload of organizations who failed to meet the goal have the majority of their contracts in or beyond coding phase
- Comments:
  - DCMC Software committee is reviewing the current DCMC metric
  - SPECS Algorithm incorrectly calculate percentages





# Mission Performance

Performance Metric	West
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	Green
• Packaging Discrepancies (3.4.1)	NR
• Adopted Software Recommendations (3.10.1.6)	Yellow
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	Green
• Engineering Change Cycle Time (3.10.2.2)	Yellow
• Schedule Slippage's on Major Programs (3.12.2.1)	NR
• Shipping Document Cycle Time (3.5.2)	NR
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	Green
• Negotiation Cycle Time (2.2.2)	NR
• UCA Definitization (2.2.2.1)	Red
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green
• Open Overhead Negotiations (4.4.1)	Red
• Cost Overruns on Major Programs (3.12.1.4)	NR
\$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	Green





# Right Time

## Engineering Change Cycle Time

Avg. number of days required by CAO and Buying Activity to process and disposition Class I ECP during the period.

---

**STATUS:** YELLOW

**FY97 GOAL :** N/R

---

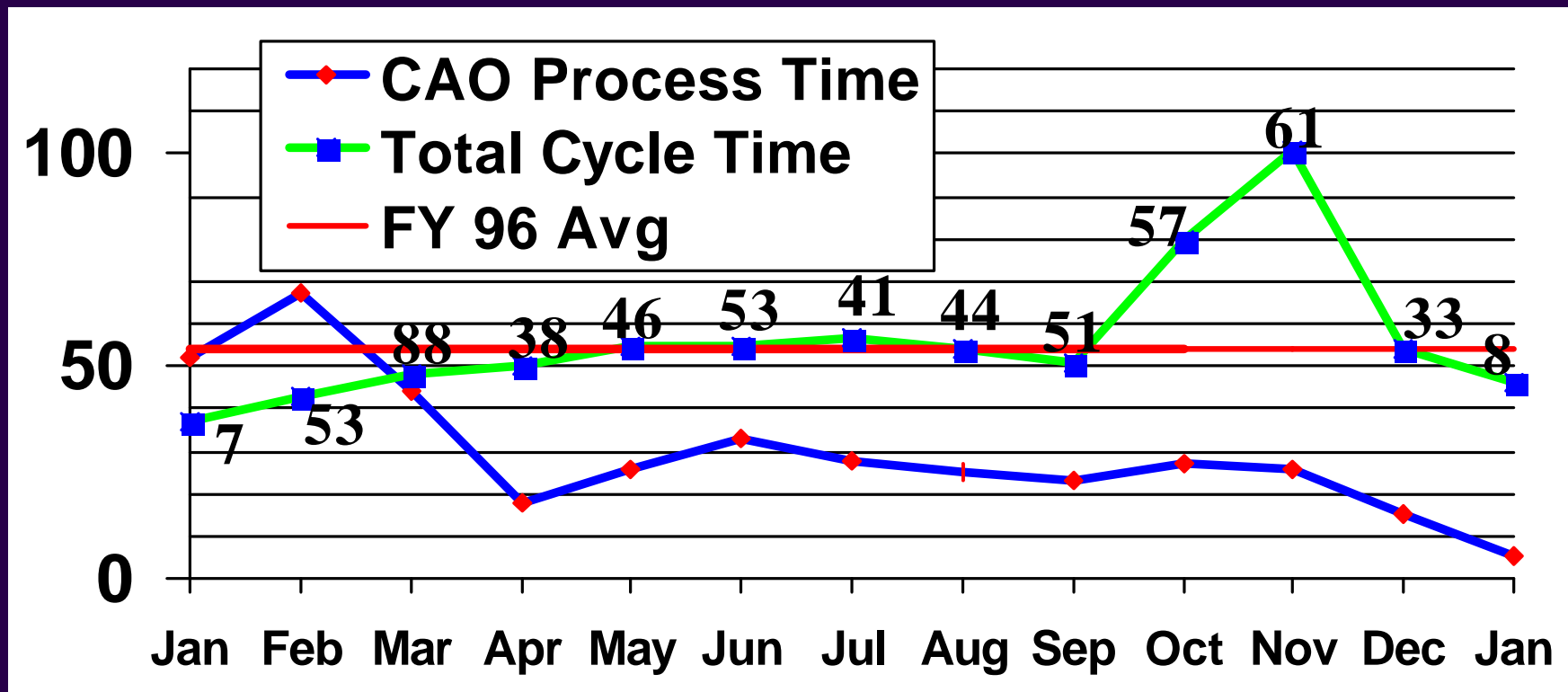
- Current Status: 46 days
  - New Metric
  - Positive Trend, however very low volume.



# Right Time

## Class I ECPs Cycle Time

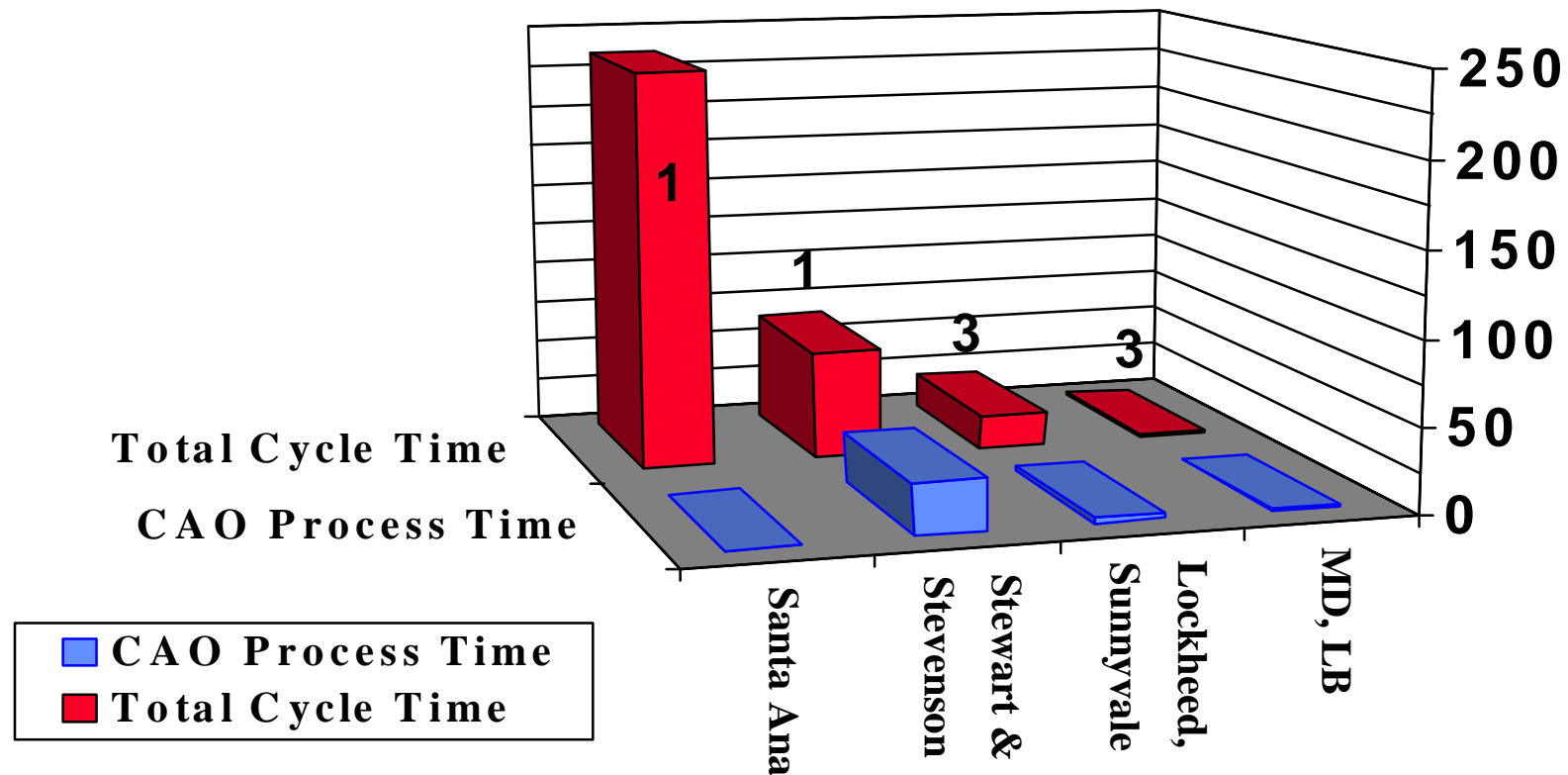
### Average Days





# Right Time Class I ECPs Cycle Time

Average Days (Jan)





# Right Time

## Engineering Change Cycle Time

- **Concerns**
  - ACTS implementation and utilization at CAOs.
  - Data Integrity (Primarily PCO Disposition Dates).
- **Corrective Action Plan**
  - Request for corrective actions for contributing CAOs in process.
  - ACTS system problems communicated to AQOF.

### **Bottom Line**

- Working with CAOs to optimize system utilization and support improvement activities.
- Improvements are evident in data integrity.
- Estimated get well time is Sep 97.



# Mission Performance

Performance Metric	West
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	Green
• Packaging Discrepancies (3.4.1)	NR
• Adopted Software Recommendations (3.10.1.6)	Yellow
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	Green
• Engineering Change Cycle Time (3.10.2.2)	Yellow
• Schedule Slippage's on Major Programs (3.12.2.1)	NR
• Shipping Document Cycle Time (3.5.2)	NR
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	Green
• Negotiation Cycle Time (2.2.2)	NR *
• UCA Definitization (2.2.2.1)	Red
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green
• Open Overhead Negotiations (4.4.1)	Red
• Cost Overruns on Major Programs (3.12.1.4)	NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	Green

Performance Topic



# Right Price

## UCA Definitization

# UCAs On-Hand > 180 Days / # UCAs On-Hand

---

**STATUS: RED**

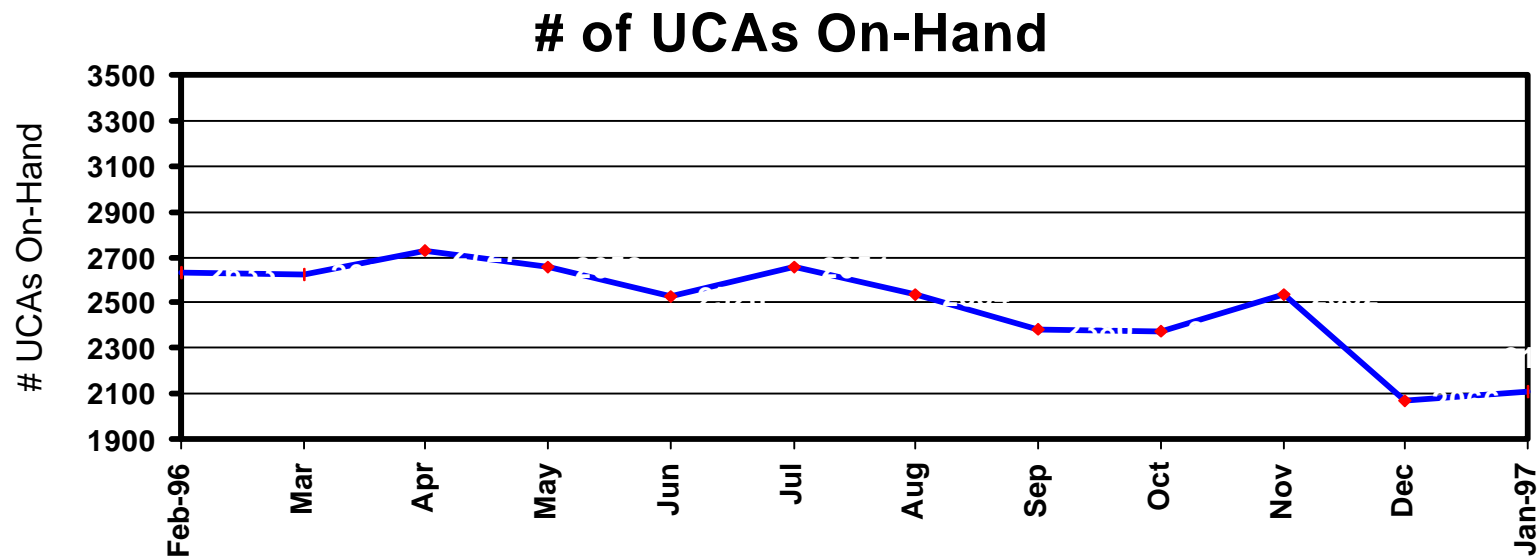
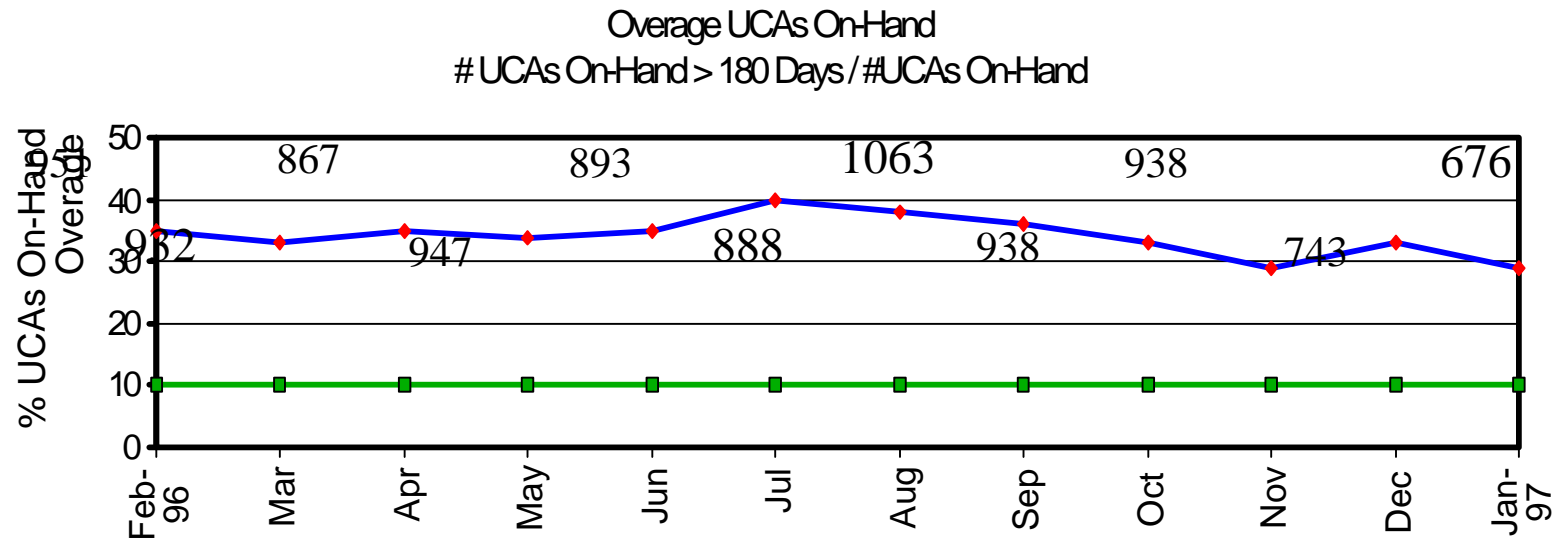
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**FY 97 GOAL : 10% Overage**

- January 1997 = 29%
- Backlog in number of overage UCAs continuing to reduce



# Right Price



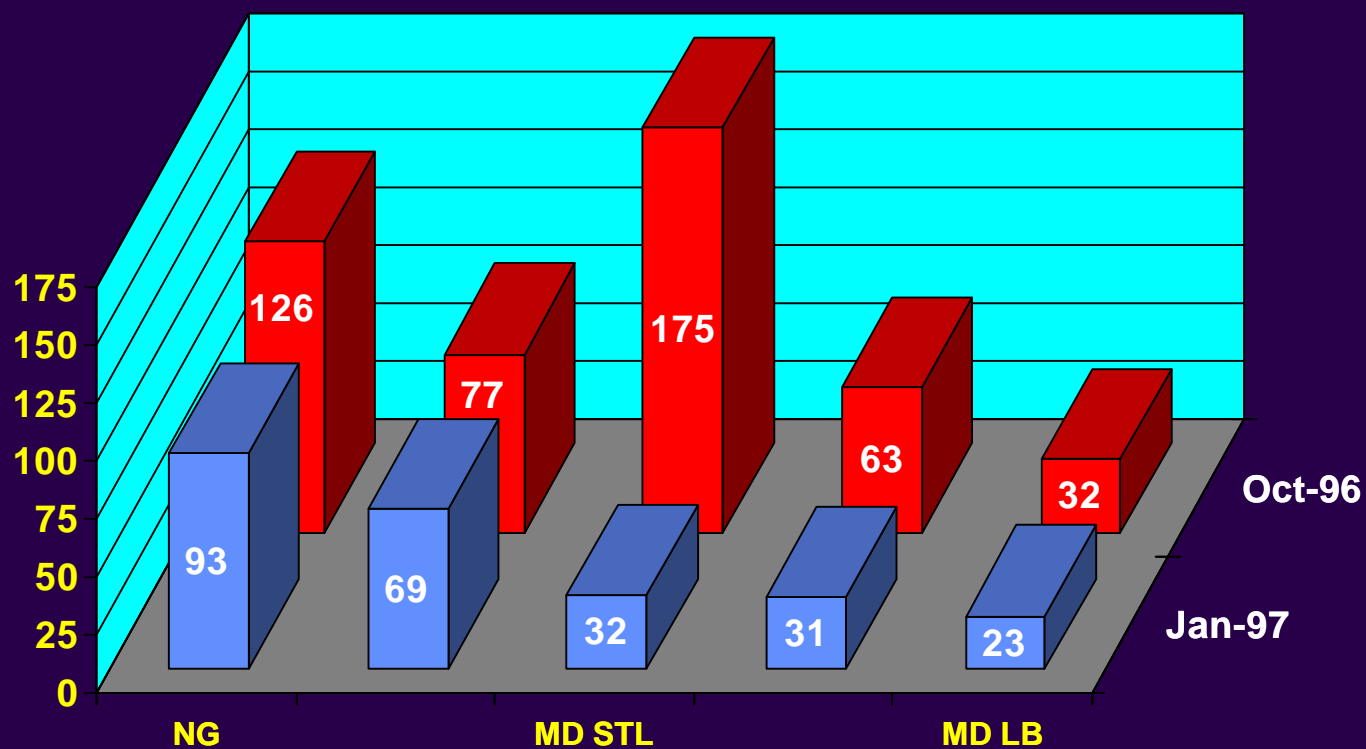




# Right Price

## UCA Definitization

### Pacing CAOs With Overage UCAs





# Right Price

## UCA Definitization

### CAO Drivers, Corrective Actions, Get Well Date

---

- Northrop Grumman (H) Rebaselining
  - Design Changes
    - Ongoing B-2 design changes
    - Funding issues related to cancelling funds in work
    - Part # rolls contribute to delay of proposal submittal and negotiations
      - Contractor submitting get well schedule - March 25, 1997
- Hughes LA Sep 97
  - Insufficient funding
    - New procedures implemented by CAO
  - CAO is on track to meet goal



# Right Price

## UCA Definitization

### CAO Drivers, Corrective Actions, Get Well Date

---

- MD St. Louis Sep 97
  - DCMC holding monthly meetings
    - Joint meeting between DCMC, Ktr V.P.s and DCAA to resolve contract/proposal issues
  - Significant reduction in overage UCAs
  - CAO is on track to meet goal
- Boeing Seattle Jul 97
  - Design changes
    - Proposals received for all overage PIOs
    - Negotiations in-process
  - CAO is on track to meet goal



# Right Price

## UCA Definitization

### CAO Drivers, Corrective Actions, Get Well Date

---

- MD Long Beach Sep 97
  - Design changes
    - CAO is working with customers to resolve problems
  - Late proposals
    - ACO reduced contractor's profit rate by 50%
  - Good progress is being made to reduce overage UCAs



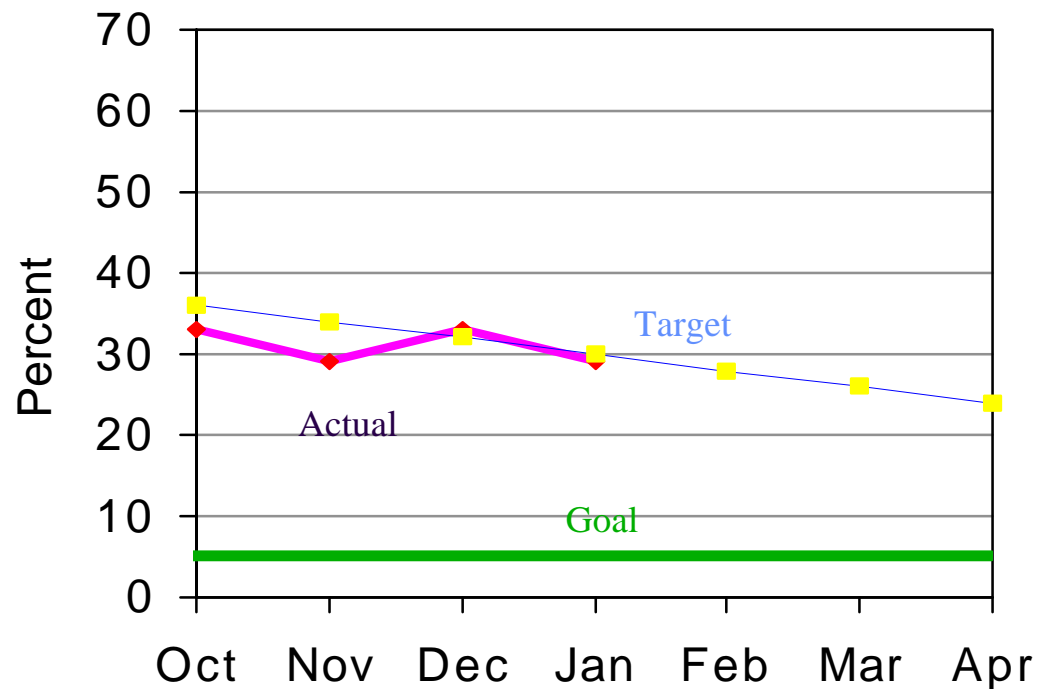
# Right Price

## UCA Definitization

### Bottom Line

- Recent DCMDW reviews focused on pacing CAOs
- CAO improvements have been noted.
- Expect downward trend in number of overage UCAs to continue

### Dec 96- Projected Trend





# Mission Performance

Performance Metric	West
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	Green
• Packaging Discrepancies (3.4.1)	NR
• Adopted Software Recommendations (3.10.1.6)	Yellow
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	Green
• Engineering Change Cycle Time (3.10.2.2)	Yellow
• Schedule Slippage's on Major Programs (3.12.2.1)	NR
• Shipping Document Cycle Time (3.5.2)	NR
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	Green
• Negotiation Cycle Time (2.2.2)	NR
• UCA Definitization (2.2.2.1)	Red
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green
• Open Overhead Negotiations (4.4.1)	Red
• Cost Overruns on Major Programs (3.12.1.4)	NR
\$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	Green

Performance Topic



# Right Price

## Open Overhead Negotiations

Number of Open Overhead Negotiations

---

**STATUS:** RED

FY 97 GOAL : Two Open Years or Less

---

- DCMDW Open Backlog
  - 1,108 Open Overhead Years as of 30 Sep 96
  - 815 Open Over Two Years Old
  - 417 Years ACO “In Negotiation” Prioritized

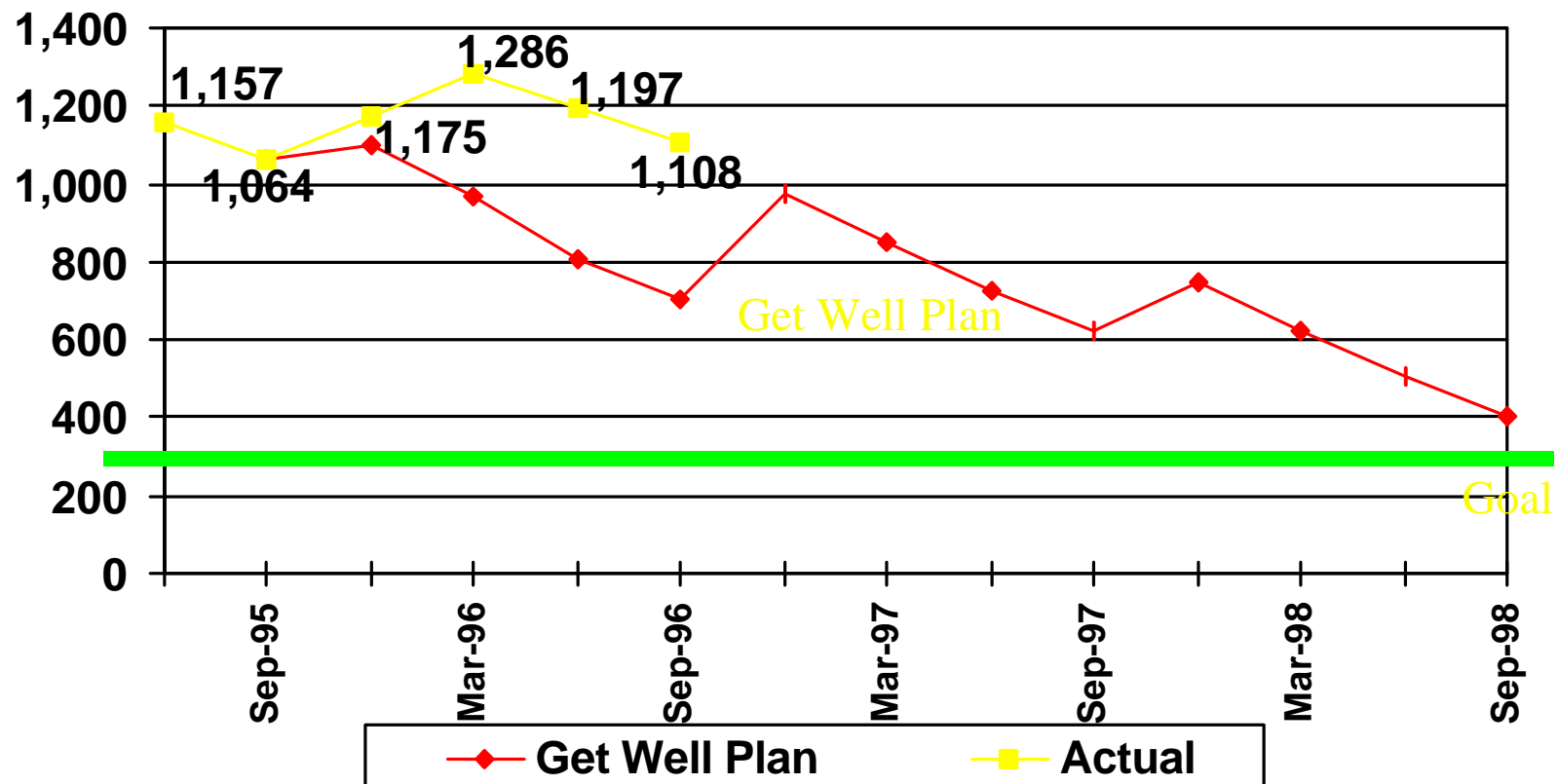


# Right Price

## Number of Open Overhead Negotiations

### DCMDW Settlement Plan

No. of Years







# Right Price

## Number of Open Overhead Negotiations PACING CAOs for “In Negotiations”

“DCMDW OPEN = 1,108 ( 815 > 2 yrs ) ”

( ) = Over 2 yrs

202 (81)

363 (216)

126

(518)

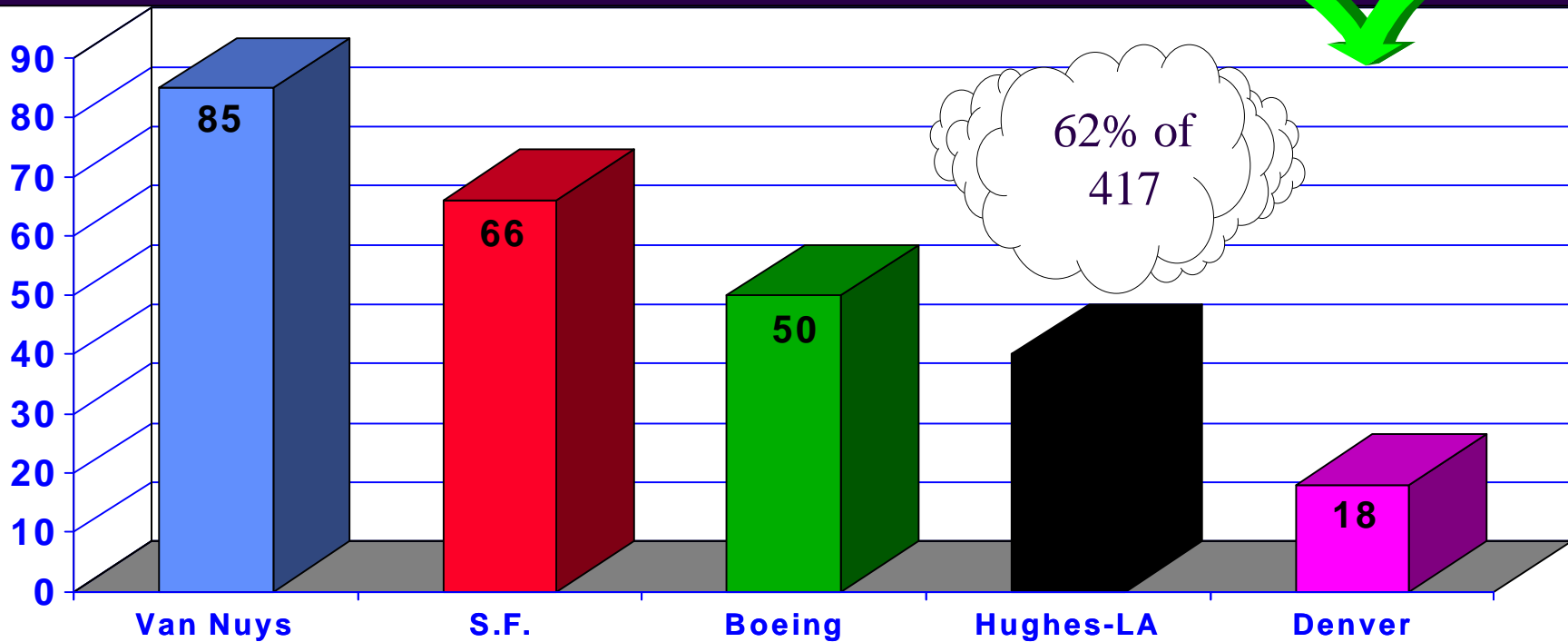
417

Process Emphasis

PROPOSALS DUE

AUDITS DUE

IN NEGOTIATIONS - Audit Age  
< 6 Mos > 6 Mos





# Right Price

## Number of Open Overhead Negotiations

---

- Comments

- Progress being made at all CAOs, 13 of 30 CAOs at Goal.
- Pacing CAO visits underway. (DCMC-OHC/DCMDW team)
  - › DCMC Van Nuys (21-22 Jan 97) Revisit scheduled.
  - › DCMC San Francisco (25-27 Feb 97) Completed.
    - 53 closing since Sep 96, overall excellent results.
  - › DCMC Santa Ana (11-12 Mar 97)
  - › DCMC Denver (25-27 Mar 97)
    - Advance effort is well along for all upcoming OHC visits.

- Bottom Line

- Overhead Center reviews having impact !



# Mission Performance

Performance Metric	West
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)	NR
• Single Process Implementation (1.2.4)	Green
• Preaward Survey Timeliness (2.1.2)	Yellow
• Amount of DoD Property (3.2.1.1)	NR
• Excess Property (3.2.1.2)	Green
• Delay Forecast Coverage (3.7.1.1)	NR
• Delay Forecast Timeliness (3.7.2.1)	NR
• Delay Forecast Accuracy (3.7.1.2)	NR
5. Right Reception - Customer Satisfaction (3.11.1.1)	Green
• Service Standards (1.3.1)	Green
• Trailer Cards (3.11.1.2)	Green
6. Right Efficiency - Contracts per FTE (1.1.8)	NR
• Contract Closeout (4.2.2.2)	Green
• Canceling Funds (TBD)	Red
• Termination Actions (4.1.2)	Red
7. Right Talent - Training Hours (1.8.1)	Green
• DAWIA Certification (1.8.1.2)	Green
• Course Completion (1.8.1.1)	Green
• Training Quota Usage (1.8.1.3)	Green

Performance Topic



# Right Advice

## Preaward Survey Timeliness

# Preaward Surveys Completed on or before Due Date Required by Buying Activity

---

STATUS: YELLOW

FY 97 Goal: 80% On Time

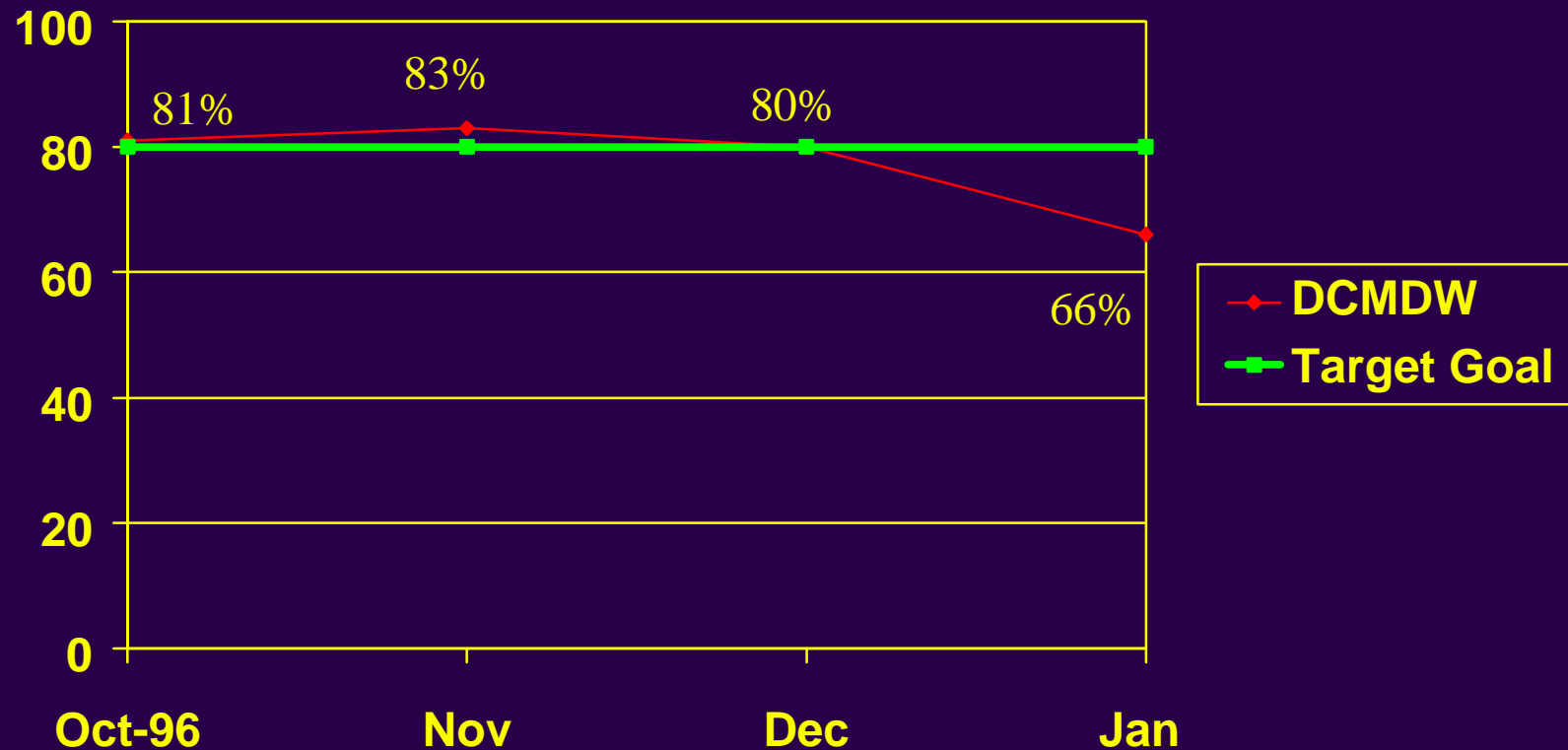
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- January: 66%
- Driver: DCMC Phoenix



# Right Advice

## Preaward Survey Timeliness

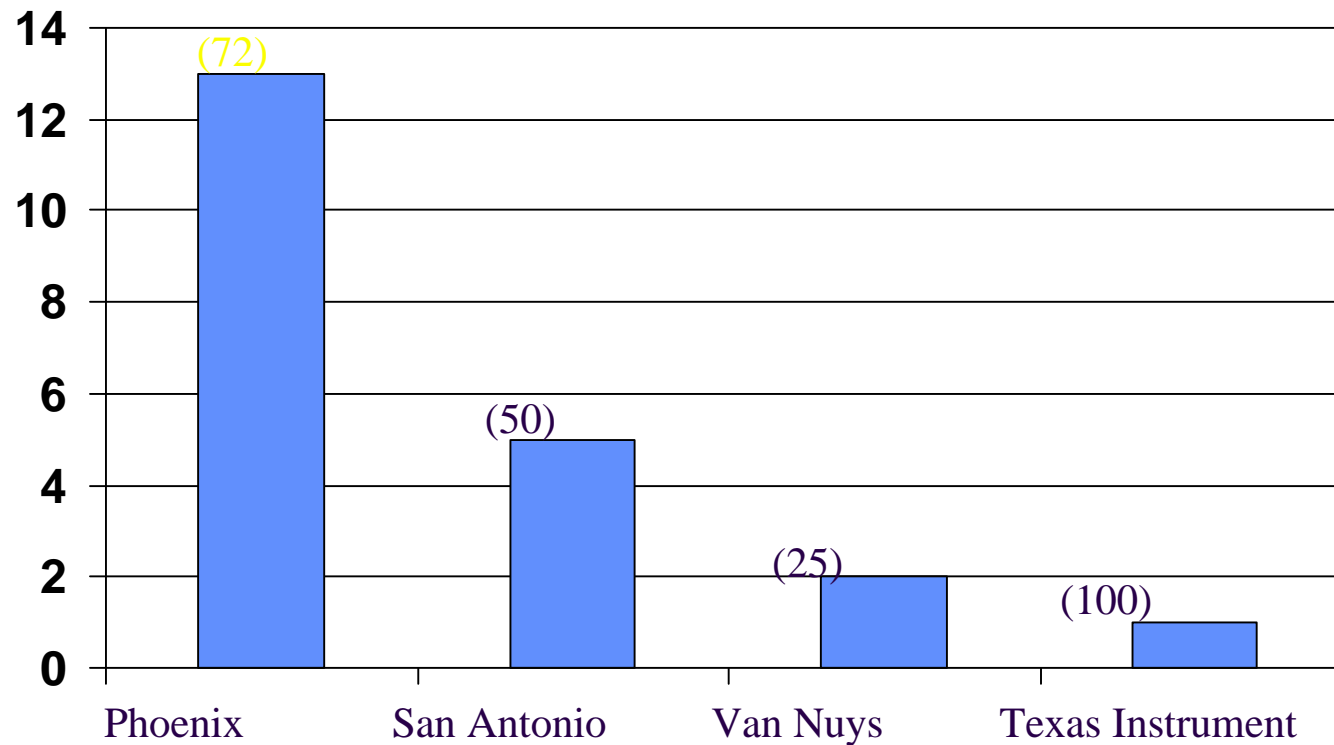




# Right Advice

## Preaward Survey Timeliness

# of  
Late  
Preaward  
Surveys



( ) % of Late  
Surveys



# Right Advice

## Preaward Survey Timeliness

---

- Phoenix  $13/18 = 72\%$ 
  - Environment test site for PASS
  - Hardware failure
  - One time situation

San Antonio  $5/10 = 50\%$

- Bidder availability
- Multiple Site
- Additional requirements
- Incomplete package



# Right Advice

## Preaward Survey Timeliness

- CAOs were using negotiated dates -- Corrected
- DCMC Preaward Reform Team
  - Recommendation to Reform Team:  
CAOs should be allowed to negotiate return date due to the variation of survey requirements.
- Bottom Line:  
Customer feedback for the last three months rated our timeliness at 5.4 out of 6.





# Mission Performance

Performance Metric	West
● % Contractors on Contractor Alert List (CAL) (2.1.1.2)	NR
● Single Process Implementation (1.2.4)	Green
● Preaward Survey Timeliness (2.1.2)	Yellow
● Amount of DoD Property (3.2.1.1)	NR
● Excess Property (3.2.1.2)	Green
● Delay Forecast Coverage (3.7.1.1)	NR
● Delay Forecast Timeliness (3.7.2.1)	NR
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● Service Standards (1.3.1)	Green
● Trailer Cards (3.11.1.2)	Green
6. Right Efficiency - Contracts per FTE (1.1.8)	NR
● Contract Closeout (4.2.2.2)	Green
● Canceling Funds (TBD)	Red
● Termination Actions (4.1.2)	Red
7. Right Talent - Training Hours (1.8.1)	Green
● DAWIA Certification (1.8.1.2)	Green
● Course Completion (1.8.1.1)	Green
● Training Quota Usage (1.8.1.3)	Green

Performance Topic

# Right Efficiency

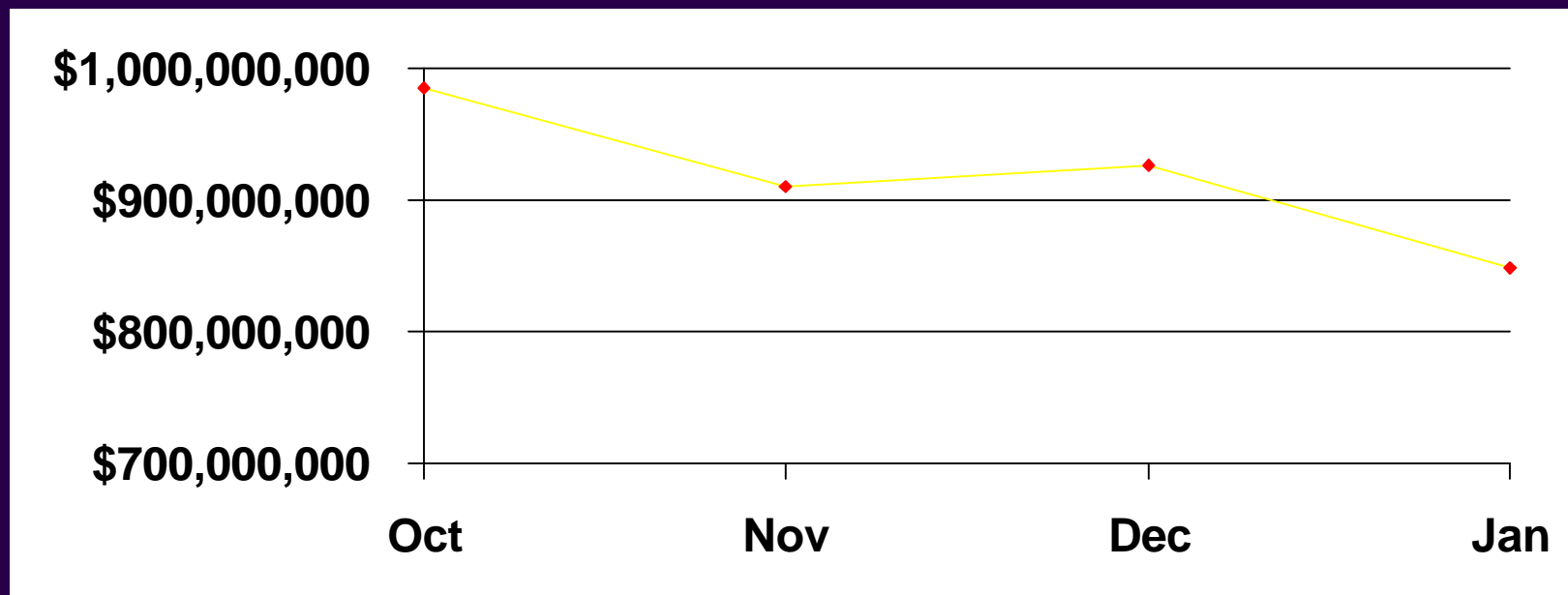
Contract Closeout

Canceling Funds

STATUS: RED

FY 97 GOAL: 0 Canceling Funds

## CANCELING FUNDS FISCAL YEAR 1997 - TREND



# Right Efficiency

## Contract Closeout

## Canceling Funds

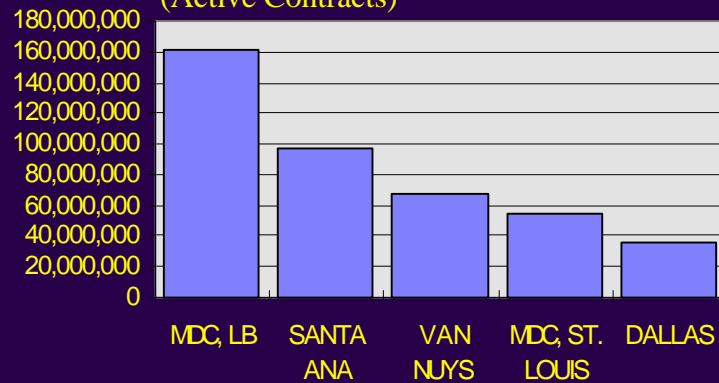
# PACING CAOs by CAR SECTION

CANCELING \$

SECTION 1

*(This is also the spread  
of Pacing CAOs for  
total of Sections 1,2,3)*

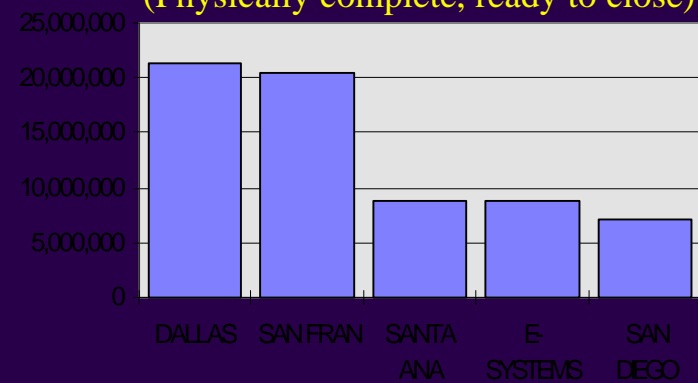
(Active Contracts)



CANCELING \$

SECTION 2

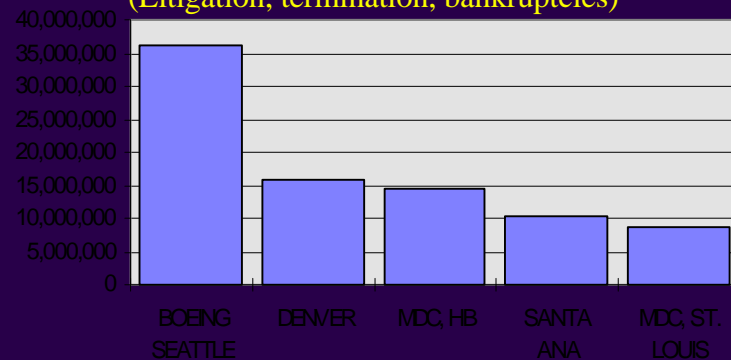
(Physically complete, ready to close)



CANCELING \$

SECTION 3

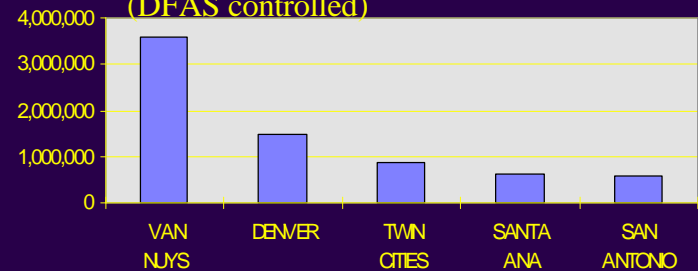
(Litigation, termination, bankruptcies)



CANCELING \$

SECTION 4

(DFAS controlled)



## Right Efficiency

Contract Closeout

Canceling Funds

### BOTTOM LINE

- District Trend is downward.
- Very productive planning meeting held at HQ on Feb 19-20.
- Consensus reached among HQ, East, West, & International on preliminary approach for tracking canceling funds.
- Work ongoing to improve process and reduce canceled funds at end of FY.



# Mission Performance

Performance Metric	West
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)	NR
• Single Process Implementation (1.2.4)	Green
• Preaward Survey Timeliness (2.1.2)	Yellow
• Amount of DoD Property (3.2.1.1)	NR
• Excess Property (3.2.1.2)	Green
• Delay Forecast Coverage (3.7.1.1)	NR
• Delay Forecast Timeliness (3.7.2.1)	NR
• Delay Forecast Accuracy (3.7.1.2)	NR
5. Right Reception - Customer Satisfaction (3.11.1.1)	Green
• Service Standards (1.3.1)	Green
• Trailer Cards (3.11.1.2)	Green
6. Right Efficiency - Contracts per FTE (1.1.8)	NR
• Contract Closeout (4.2.2.2)	Green
• Canceling Funds (TBD)	NR
• Termination Actions (4.1.2)	Red
7. Right Talent - Training Hours (1.8.1)	Green
• DAWIA Certification (1.8.1.2)	Green
• Course Completion (1.8.1.1)	Green
• Training Quota Usage (1.8.1.3)	Green

Special Topic

Performance Topic



# Right Efficiency

## Termination Actions

### Termination for Convenience Cycle Time

---

STATUS: GREEN

FY97 GOAL: Cycle Time < 730 Days

---

- January 97 data
- Cycle Time
  - Two New metrics
    - Closed Dockets (excluding dockets terminated prior to 1/1/95)
      - This goal is rated green
    - All Closed Dockets
      - This goal is not rated



# Right Efficiency

## Termination Actions

Cycle Time - Excluding Dockets Terminated Prior to 1/1/95

---

STATUS: GREEN

FY97 Goal: Cycle Time < 730 Days

---

- Jan 97 performance has been within the < 730 day Cycle Time Goal

<u>TSOs</u>	<u>Avg. Cycle Time</u>
Chicago	523
Dallas	535
Phoenix	72
San Diego	0
Santa Ana	328
St. Louis	419
Van Nuys	388
Average	435



# Right Efficiency

## Termination Actions

Cycle Time - All Closed Dockets

---

STATUS: Not Rated

FY97 Goal: NONE

---

- Jan 97 data

<u>TSOs</u>	<u>Avg. Cycle Time</u>
Chicago	523
Dallas	1,526
Phoenix	1,154
San Diego	1,044
Santa Ana	1,251
St. Louis	522
Van Nuys	819
Average	952





# Right Efficiency

## Termination Actions

### Overage Dockets

Status: RED

FY97 Goal: Zero Dockets with  
Termination Date prior to 1/1/95

- January 97 - 270 overage dockets on hand

<u>TSO</u>	<u>Overage Litigation/ Bankruptcy</u>	<u>Total Overage/ Workload</u>	<u>% Overage</u>
Chicago	24	31/114	27%
Dallas	3	41/112	37%
Phoenix	1	1/26	4%
San Diego	0	3/16	19%
Santa Ana	9	51/108	47%
St. Louis	3	39/157	25%
Van Nuys	<u>3</u>	<u>104/237</u>	<u>44%</u>
Total	43	270/770	35%



# Right Efficiency

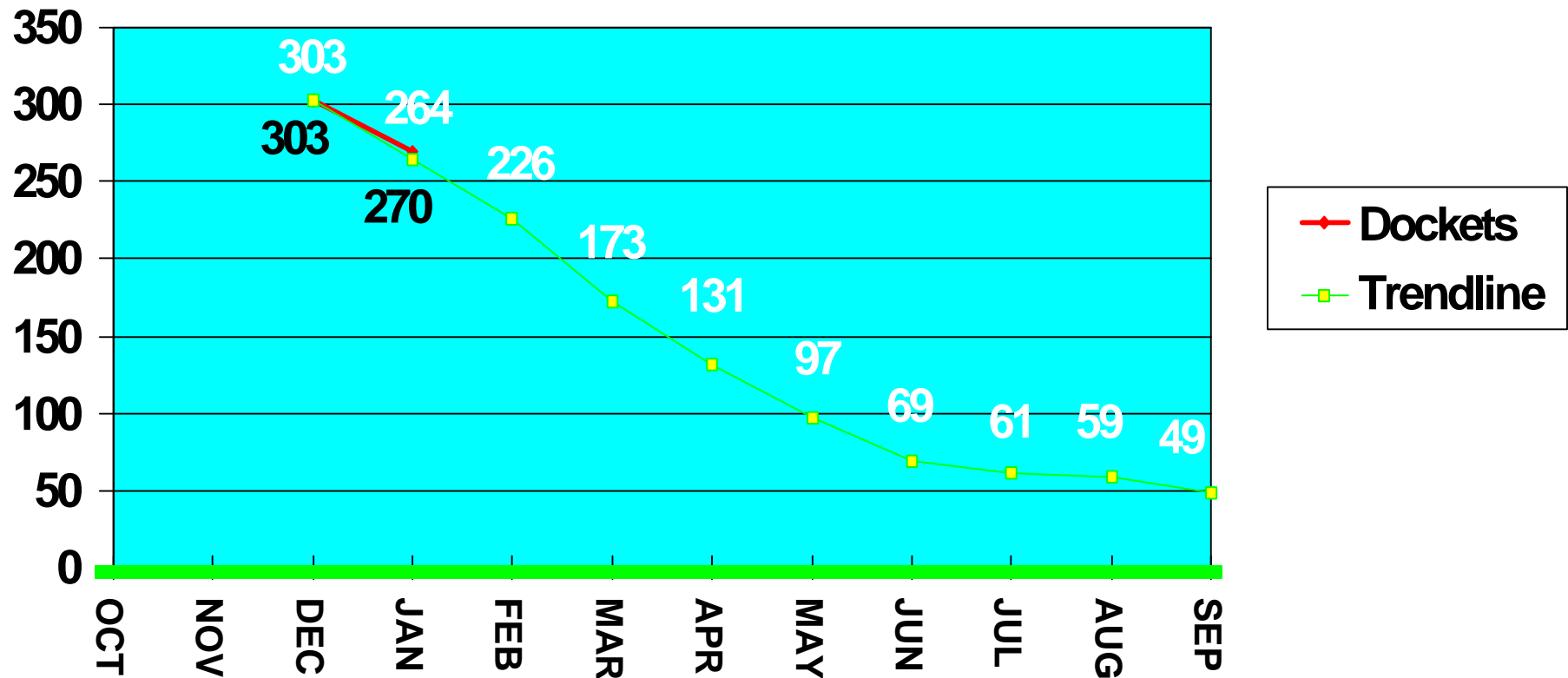
## Termination Actions

Termination for Convenience Overage Dockets

STATUS: RED

FY97 Goal: Zero Dockets with  
Termination Date prior to 1/1/95

### Dockets





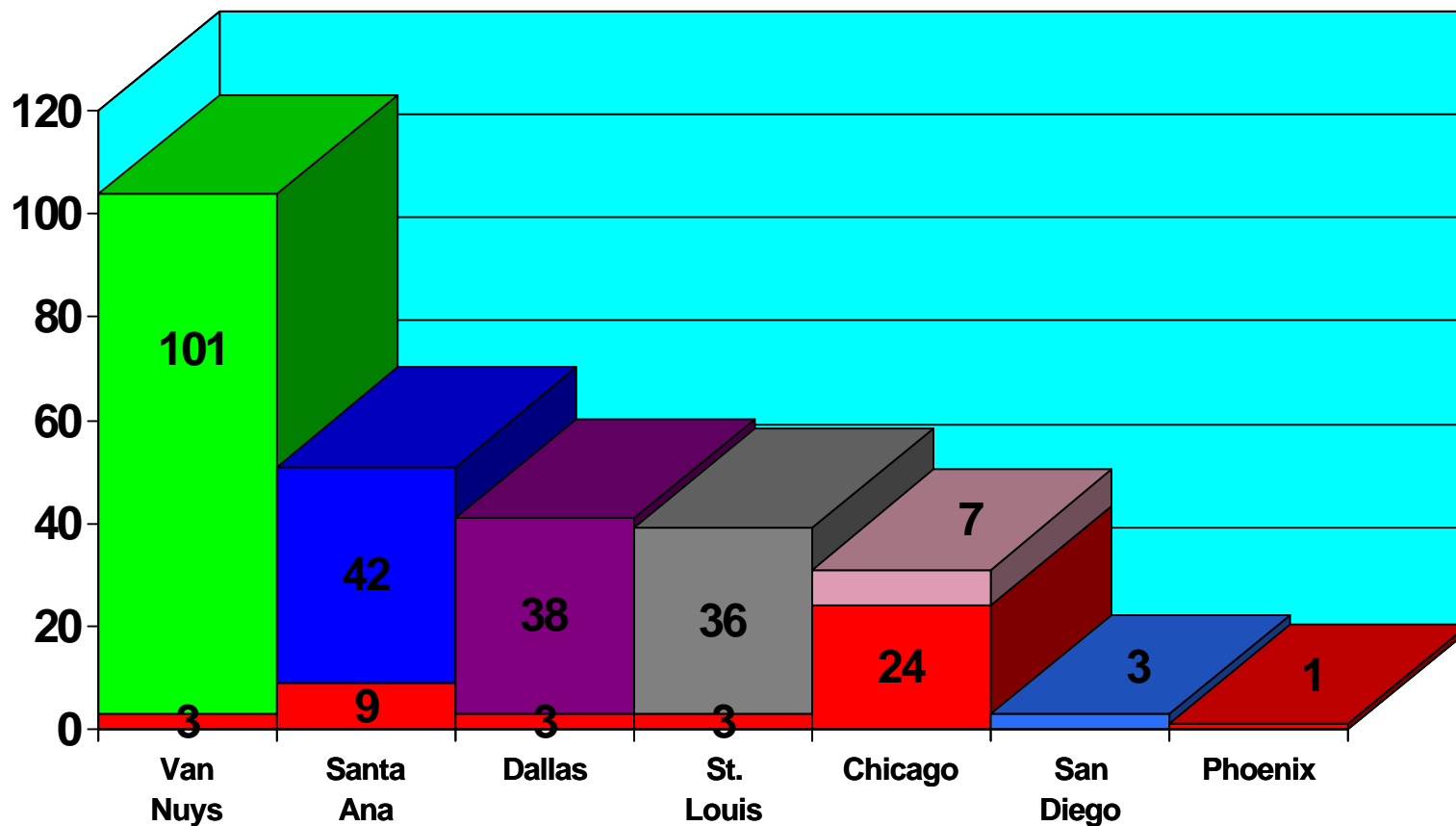
# Right Efficiency

## Termination Actions

### Overage Dockets - Pacing CAOs

**STATUS: RED**

**FY 97 Goal: Zero Dockets with  
Termination Date prior to 1/1/95**





# Right Efficiency

## Termination Actions

### Overage Dockets - CAO Burn Down Plan

**STATUS: RED**

**FY97 Goal: Zero Dockets**

		New Metric Established										
		11/96	12/96	1/97	2/97	3/97	4/97	5/97	6/97	7/97	8/97	9/97
DCMC Van Nuys	(1)	108	120	103	88	68	48	28	8	3	3	3
(O/H: 237 Overage: 104 - 44%)												
ACTUAL		109	120	104								
DCMC Dallas	(2)	58	53	41	31	18	12	7	6	6	6	3
(O/H: 112 Overage: 41 - 37%)												
ACTUAL		58	51	41								
DCMC Santa Ana	(3)	49	54	51	44	31	25	22	20	18	18	12
(O/H: 108 Overage: 51 - 47%)												
ACTUAL		48	54	51								
DCMC St. Louis	(4)	37	39	34	30	24	19	13	8	7	6	6
(O/H: 157 Overage: 39 - 25%)												
ACTUAL		37	39	39								
DCMC Chicago	(5)	25	31	31	29	29	24	24	24	24	24	24
(O/H: 114 Overage: 31 - 27%)												
ACTUAL		26	31	31								
DCMC San Diego	(6)	4	3	3	3	2	2	2	2	2	2	1
(O/H: 16 Overage: 3 - 19%)												
ACTUAL		4	4	3								
DCMC Phoenix		3	4	1	1	1	1	1	1	1		
(O/H: 26 Overage: 1 - 4%)												
ACTUAL		4	4	1								
<b>TOTAL AVERAGE DOCKETS</b>		<b>285</b>	<b>303</b>	<b>270</b>								

(1) 3 Dockets in litigation

(2) 3 Dockets in litigation

(3) 9 Dockets will close when funding is received: Rockwell OV10,  
9 Dockets in litigation

(4) 3 Dockets in litigation

(5) 23 Dockets in litigation

(6) 1 Docket will remain overage - anticipate close May 98  
[Total Cost Proposal]



# Right Efficiency

## Termination Actions

### Overage Dockets - Reasons

**STATUS: RED**

**FY 97 Goal: Zero Dockets with  
Termination Date prior to 1/1/95**

Overage Reasons:	Van Nuys	St. Louis	Dallas	Santa Ana	San Diego	Chicago	Phoenix	Total
Protracted Negotiations	8	2	19	14				43
Subcontractor Issues	3	2	1	7				13
Settlement in Litigation	3	3	3	9		23		41
Contractor in Bankruptcy						1	1	2
Contractor Under Investigation	7	2		2				11
Late Receipt of T/C Notice	10	4		1				15
Late Receipt of Proposal	20	17				3		40
Late Receipt of Revised Proposal					1			1
Late Receipt of Plant Clearance	13	4	10	4	1			32
Late Receipt of DCAA Audit	16		4	2	1	1		24
Awaiting Technical Report						1		1
Awaiting Legal Review								0
Awaiting Additional Funds	2		4	9				15
Awaiting Final Overhead Rates	14							14
Other	8	5		3		2		18
<b>Totals</b>	<b>104</b>	<b>39</b>	<b>41</b>	<b>51</b>	<b>3</b>	<b>31</b>	<b>1</b>	<b>270</b>



# Right Efficiency

## Termination Actions

### Termination for Convenience Overage Dockets

---

STATUS: RED

FY 97 Goal: Zero Dockets with  
Termination Date prior to 1/1/95

---

- Burn Down Plan
  - CAOs are committed to Burn Down Schedule
  - DCMDW will monitor progress
  - TSOs plan to meet goal by 30 Sep 97 with the exception of 7 dockets
  - Unable to schedule 42 dockets which are in litigation and bankruptcy



# Performance Improvement

- Resource Management
- Mission Performance
- ☒ Performance Improvement
  - All Performance Improvement Items are Green, Not Rated, or Previously Discussed under Mission Performance



# Commander's Assessment

---

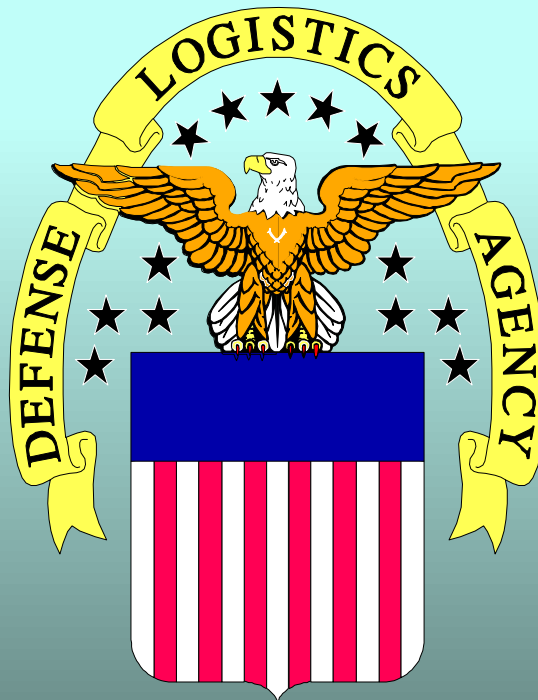
- **DCMDW emphasis on problems is paying off**
- **Performance Improvement Plans are in place for success**



# DCMC

## Monthly Management Review

# DCMDE





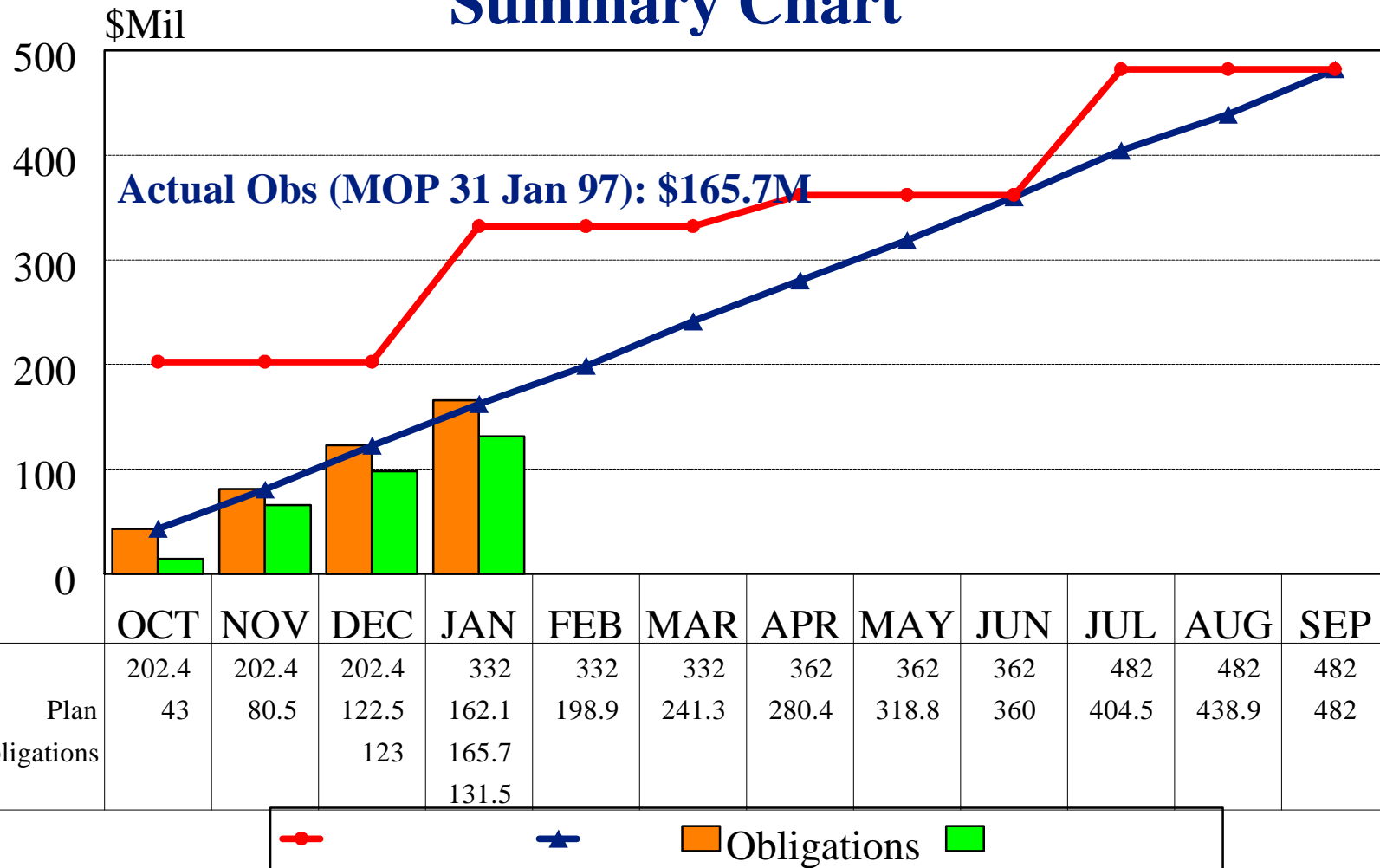
# Resource Management

Jan 97 data

DCMDE

<b>Business Performance Metric</b>	<b>East</b>
• <b>Budget Execution</b>	
• Total	Red
• Direct	Red
• Reimbursable	Yellow
• <b>Manpower</b>	
• Total (FTE Execution)	Yellow

## a/o 31 January 97 Summary Chart

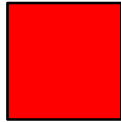


Obligations/Plan: 102%

## Summary Chart

---

Status: Red



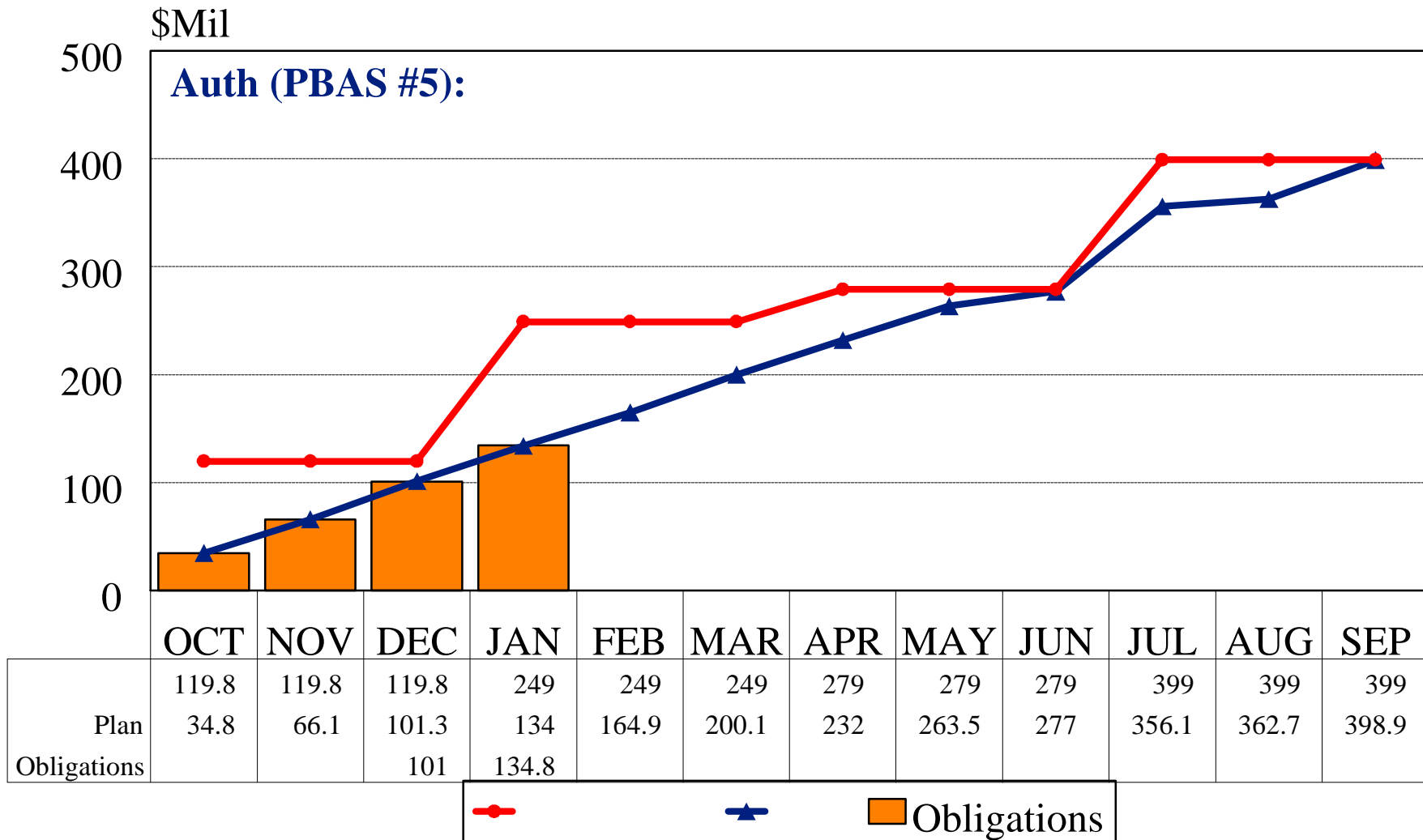
Obligations/Plan =  $\$165.7/162.1 = 102\%$

---

### Comments:

- Within authorization of \$332M but over plan by \$3.6M
- \$1.5M SLUC; \$1.2M Communications bills; \$.9M ISA bills
-

## a/o 31 January 97



## DCMDE

---

Status: Red



Obligations/Plan =  $\$134.8/134 = 100.6\%$

---

### Comments:

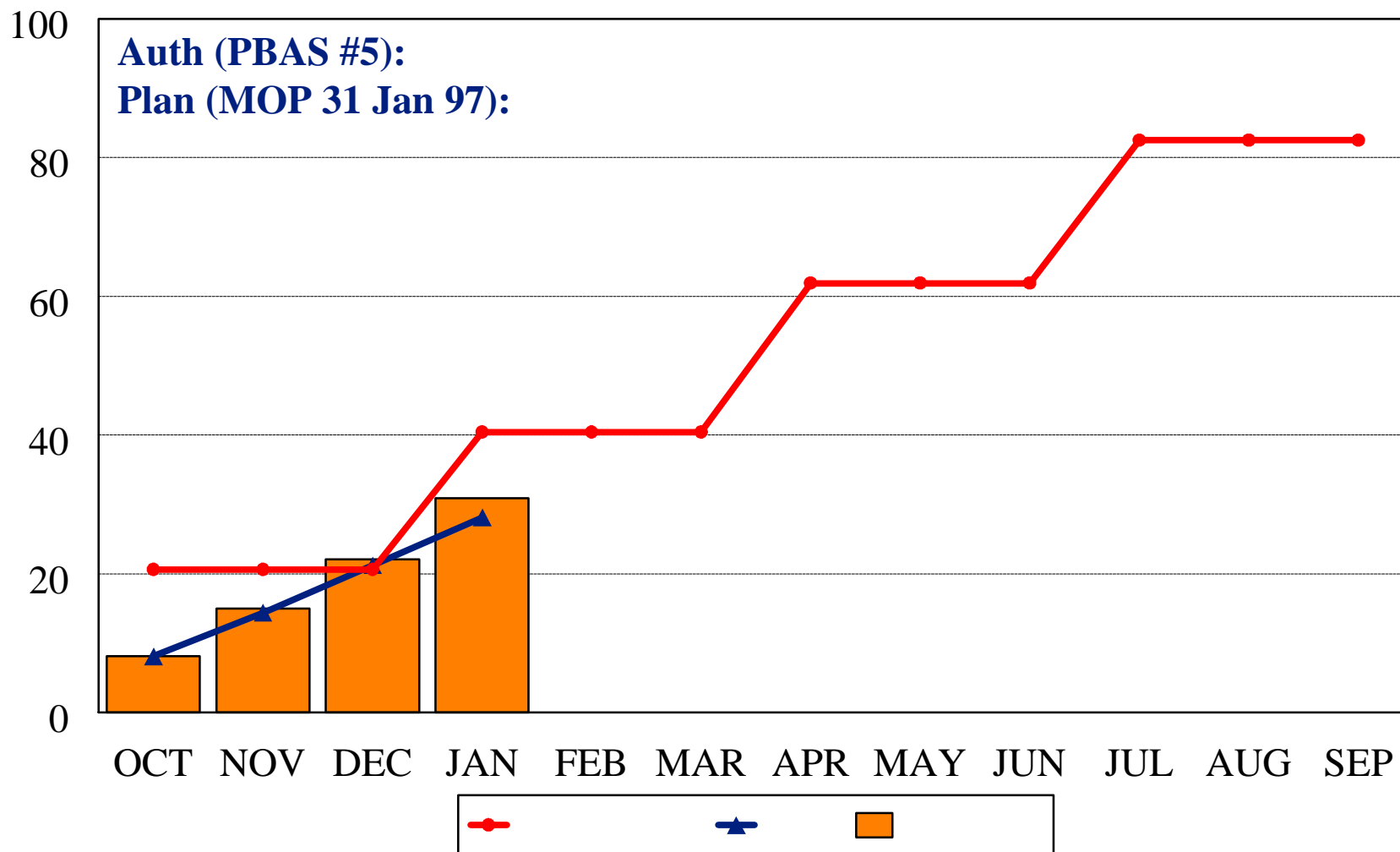
Within authorization of \$249M but over plan by \$.8M

- Variance due to obligations earlier than anticipated  
\$1.5M SLUC; \$1.2M Communications bills; \$.9M ISA bills

○

BPT / RUC

## a/o 31 January 97 Reimbursables



**Earnings/plan: 110%**

**Budget Execution A/O 31 Jan 97**  
**Reimbursables**



---

**Earnings/Plan = \$30.9/28.1 = 110%**

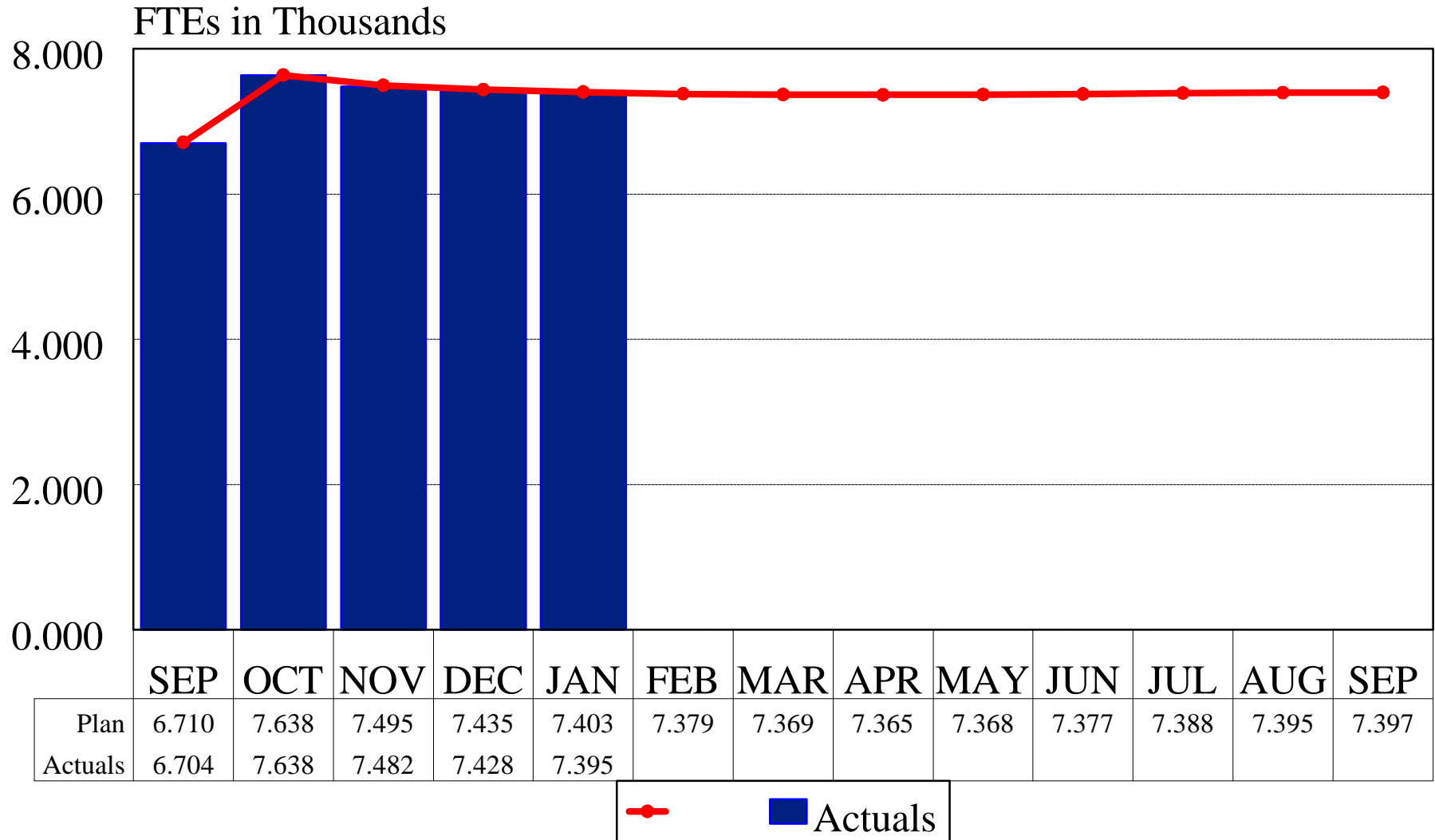
---

**Comments:**

- January earnings \$8.88M, FYTD \$30.9M vs Plan \$28.1
- We requested DCMC to increase our reimbursable authority
- Additionally requested (memo 3 Mar) \$2.2M increase in reimburs. authority from \$83.4M to \$85.6M -
- - oo Functional workforce reduced from 5904 to 5645, 4.4%



# FY97 DCMDE FTE Execution a/o 31 January 1997



**Actual/Plan: 99.9%**

DCMDE

**A/O 31 Jan 97**



**FY97 FTEs GOAL = 7419**

**Comments: January FTE Variance**

- High level of unplanned losses - 44 vs 14 plan
- Gains - 22 vs 18 plan (not including Baltimore Navy positions)
- The unplanned losses resulted in the District staff revisiting

# Mission Performance

N/R Not Rateable  
N/A Not Applicable

Performance Metric	DCMD	East
1. Right Item - Conforming Items (3.7.1.3)	N/R	
A Design Defects (ECPs & W/Ds) (3.10.1 & 3.10.1.1)	Yellow	
B Packaging Discrepancies (3.4.1)	N/R	
C Adopted Software Recommendations	Yellow	
2. Right Time - On Time Contractor Delivery (3.7.1)	N/R	
A Customer Priority List (CPL) Coverage (3.7.2)	Green	
B Engineering Change Cycle Time (3.10.2.2)	Yellow	
C Schedule Slippage's on Major Programs (3.12.2.1)	N/R	
D Shipping Document Cycle Time (3.5.2)	N/R	
3. Right Price - Cost Savings & Avoidance's (1.4.1)	N/R	
A ROA On Property From Plant Clearance (4.3.1)	Green	
B Negotiation Cycle Time (2.2.2)	N/R	
C UCA Definitization (2.2.2.1)	Yellow	
D Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green	
E Open Overhead Negotiations (4.4.1)	Yellow	
F Cost Overruns on Major Programs (3.12.1.4)	N/R	
G \$ Value of Lost/Damaged/Destroyed Govt Property (3.2.1)	Green	
4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)	Green	
A Repeat Requests for Early CAS (1.2.3.1)	Green	

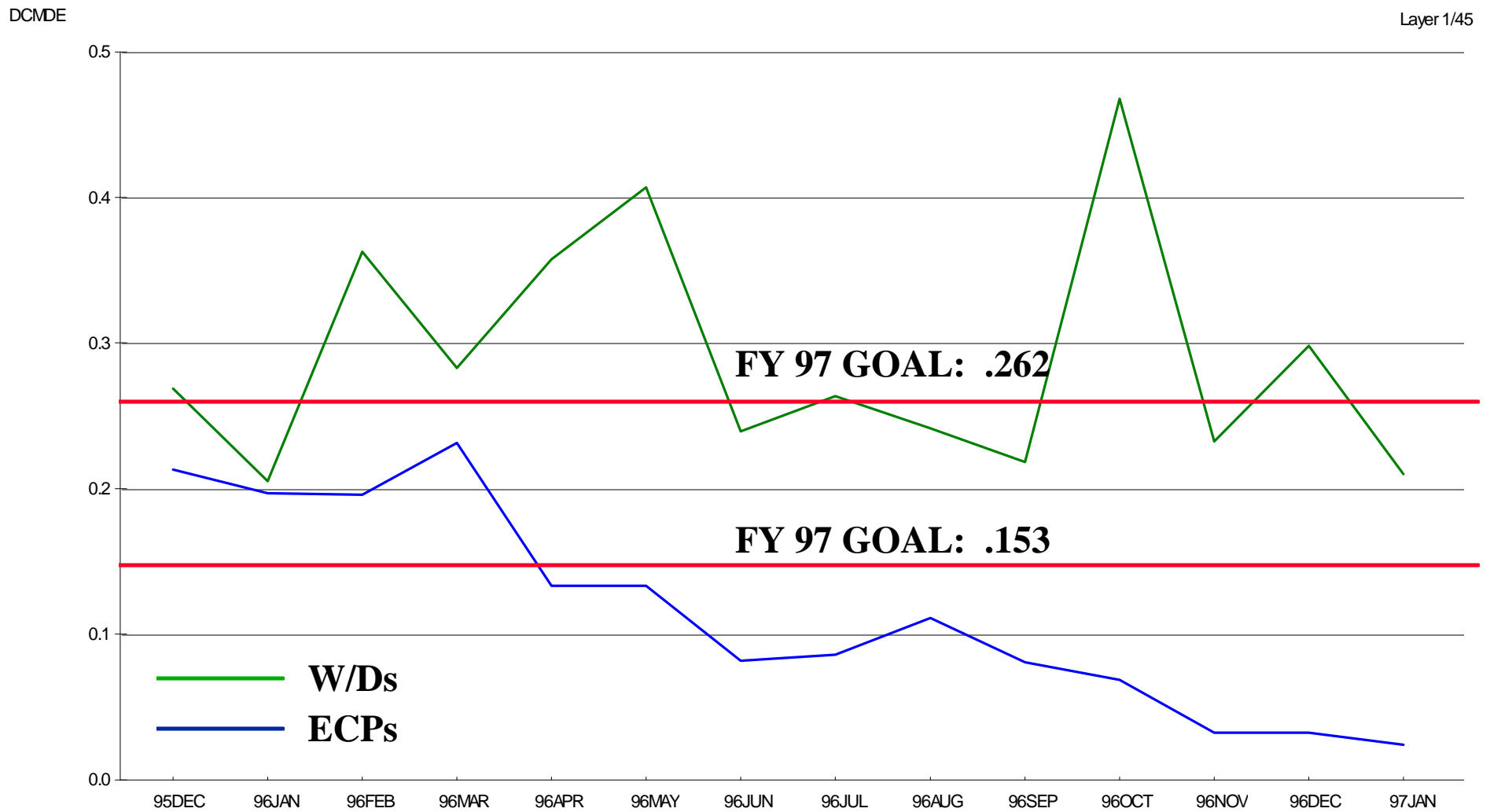
# Mission Performance (Con't)

N/R Not Rateable  
N/A Not Applicable

Performance Metric	DCMD	East
B % Contractors on Contractor Alert List (CAL) (2.1.1.2)	N/R	
C Single Process Initiative (1.2.4)	Green	
D Preaward Survey Timeliness (2.1.2)	Green	
E Amount Of DoD Property(3.2.1.1)	N/R	
F Excess Property (3.2.1.2)	Green	
G Delay Forecast Coverage (3.7.1.1)	N/R	
H Delay Forecast Timeliness (3.7.2.1)	N/R	
I Delay Forecast Accuracy (3.7.1.2)	N/R	
5. Right Reception - Customer Satisfaction (3.11.1.1)	Green	
A Service Standards (1.3.1)	N/R	
B Trailer Cards (3.11.1.2)	Green	
6. Right Efficiency - Contracts per FTE (1.1.8)	N/R	
A Contract Closeout (4.2.2.2)	Green	
B Canceling Funds (TBD)	Red	
C Termination Actions (4.1.2.)	Red	
7.Right Talent - Training Hours (1.8.1.)	Red	
A DAWIA Certification (1.8.1.2)	Red	
B Course Completion (1.8.1.1)	Green	
C Training Quota Usage (1.8.1.3)	Green	100

# DCMDE

*Right Item*  
DESIGN DEFECTS  
DESIGN DEFECTS PER 1000 KTS



DCMDE

## RIGHT ITEM

### Design Defects Engineering Change Proposals

Class I ECPs to Correct Design Errors / Number of Contracts Times 1000

STATUS:



GREEN

FY 97 Goal: 0.153 Class I ECPs to Correct Design Errors per 1000 Contracts

- FY 97 Actual: 0.04 ECPs/1K Contracts
- January 1997: 0.02 ECPs/1K Contracts
- ECPs continue to follow trend of reduction
- Metrics data input error occurrences diminishing
- Memorandum sent to CAOs (Mar 03, 1997) to reinforce the need for accurate classification

**DCMDE**

## **RIGHT ITEM**

### **Design Defects Waivers and Deviations**

Major/Critical Waivers & Deviations / Number of Contracts Times 1000

---

**STATUS:**



**YELLOW**

**FY 97 GOAL : 0.261 M/C W&Ds / 1K Contracts**

---

### **Monthly Activity**

- FY 97 Actual: 0.30 W&Ds per 1K Contracts
- January 1997: 0.21 M/C W&Ds PER 1K Contracts
- Past Major Contributor BSY-2
- 4 CAOs generated 69% of W&Ds
  - DCMC Raytheon continuing issues with BAT
  - No other trend observed

**Business Plan Reference 1.2.1.1**

**DCMDE**

## **RIGHT ITEM**

### **Design Defects Waivers and Deviations**

Major/Critical Waivers & Deviations / Number of Contracts Times 1000

---

**STATUS:**



**YELLOW**

**FY 97 GOAL : 0.261 M/C W&Ds / 1K Contracts**

---

#### **Corrective Action Plan**

- Calendar Year 1996 ACTS data analyzed - 2 Major problem areas
  - Contracts with Technical Data Package issues
    - 5 Buying Offices identified - CLRs will be provided data for further action
  - Contractors with build requirement issues
    - Top 10 Contractors selected based on CY 96 ACTS data
    - Memorandum will be sent to CAOs identifying each contractor based on build issue, contract, and W&D number
    - Further detailed analysis will be performed at the CAOs to determine if identified build issues have adequate resolution

**Business Plan Reference 1.2.1.1**



**B. Adopted Software Recommendations**

$$\% \text{ Made} = \frac{\# \text{ of Recommendations made prior to Code \& Unit Test}}{\# \text{ of Recommendations made}} * 100$$

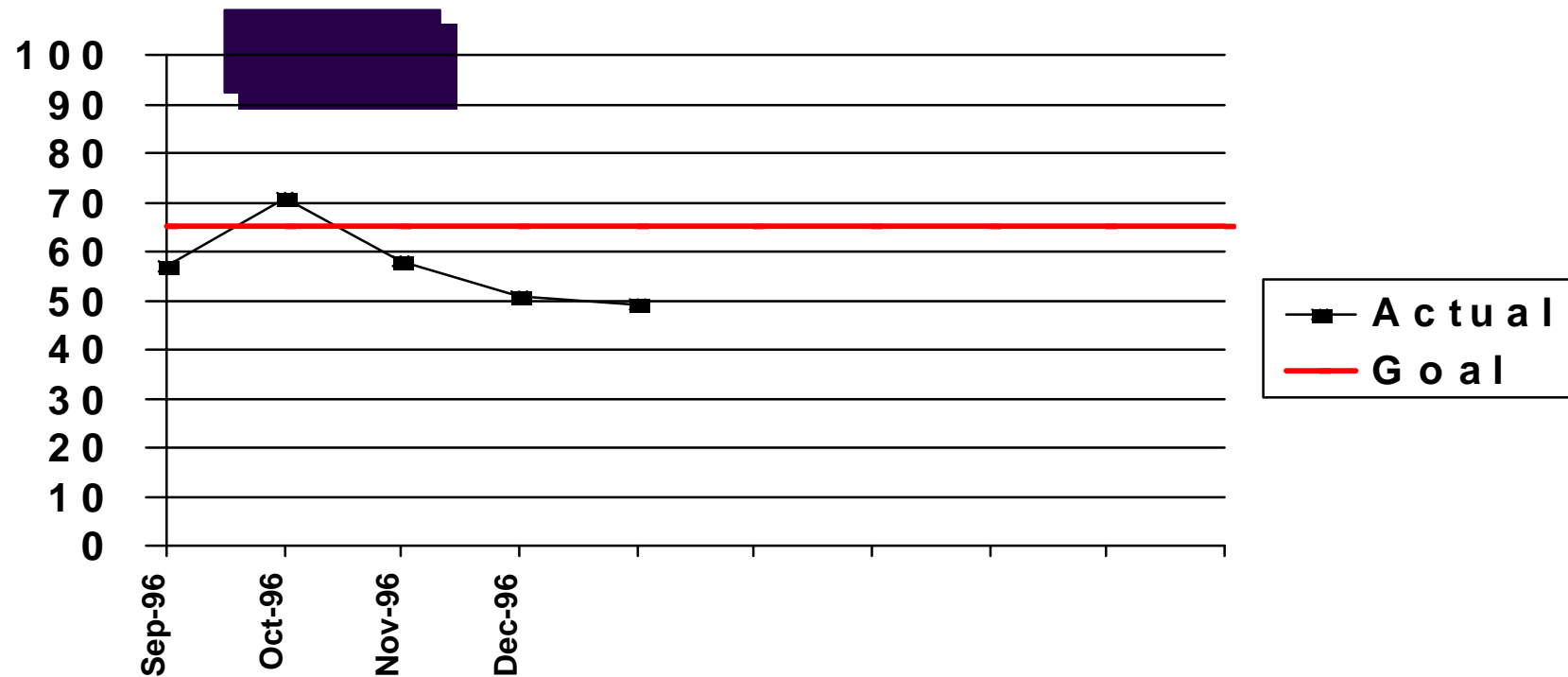
$$\% \text{ Adopted} = \frac{\# \text{ of Recommendations adopted prior to Code \& Unit Test}}{\# \text{ of Recommendations made prior to Code \& Unit Test}} * 100$$

**STATUS:**

Yellow

% Made Goal:  $\geq 65\%$  of Recommendations made prior to Code & Unit Test% Adopted Goal:  $\geq 30\%$  of Recommendations Adopted prior to Code & Unit Test

% Recommendations Made



## DCMDE

### Right Advice

#### B. Adopted Software Recommendations

$$\% \text{ Made} = \frac{\# \text{ of Recommendations made prior to Code \& Unit Test}}{\# \text{ of Recommendations made}} * 100$$

$$\% \text{ Adopted} = \frac{\# \text{ of Recommendations adopted prior to Code \& Unit Test}}{\# \text{ of Recommendations made prior to Code \& Unit Test}} * 100$$

**STATUS:**



Yellow

**% Made Goal:  $\geq 65\%$  of Recommendations made prior to Code & Unit Test**

**% Adopted Goal:  $\geq 30\%$  of Recommendations Adopted prior to Code & Unit Test**

- Continue to assist CAOs in the use of SPECS. The assistance included the generation and distribution of “Lessons Learned” paper.
- Generated a Fact Sheet providing comments and recommendations for the adoption of a new measurement for FY98
- Only 42% of contracts reported on in SPECS are in phases prior to code and unit test.

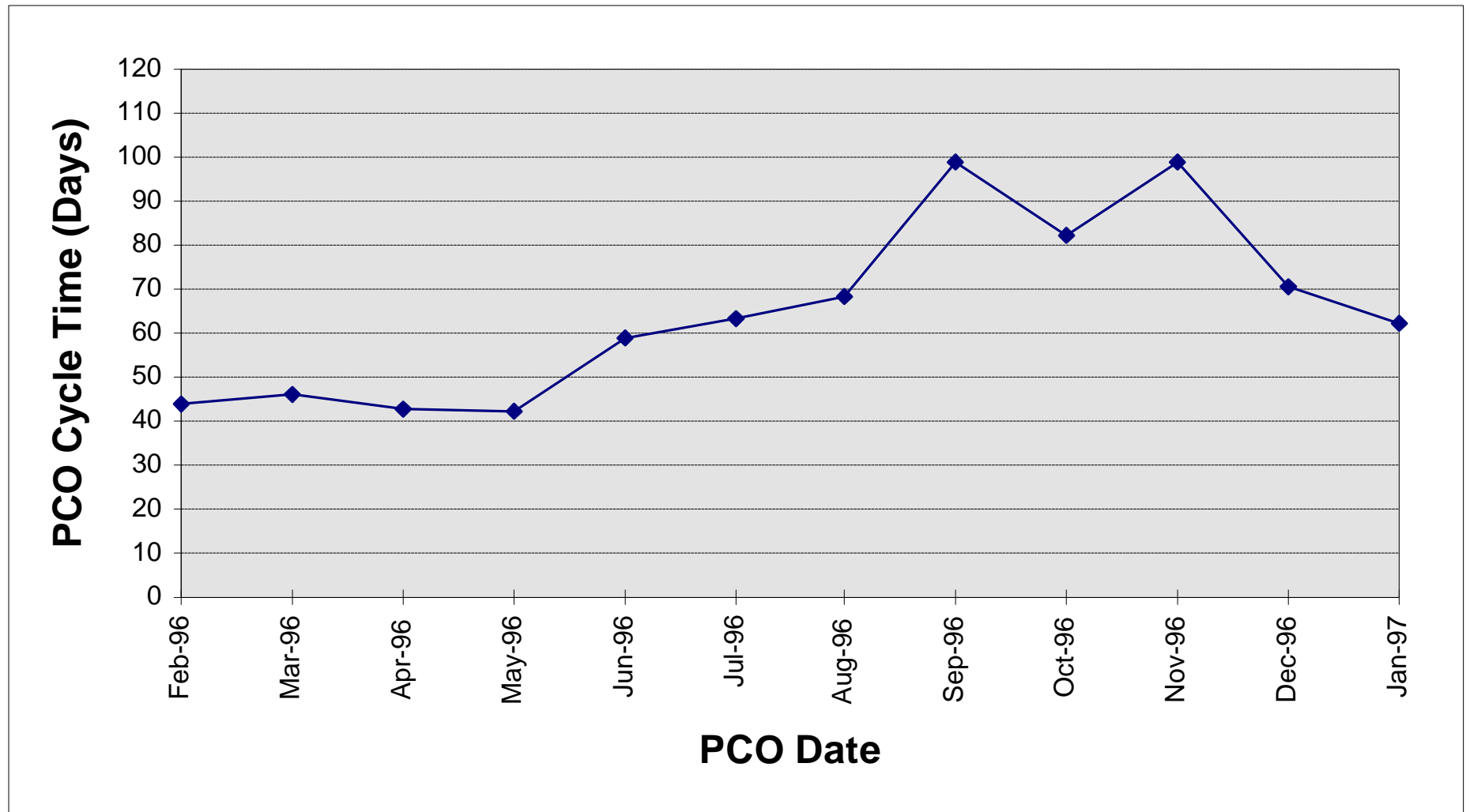
## E. Engineering Change Cycle Time

STATUS:



**Yellow**

**FY97 Goal: N/A**



***E. Engineering Change Cycle Time***

---

STATUS:



**Yellow**

**FY97 Goal: N/A**

---

**District Corrective Action Plan**

- **PCO Information In ACTS Database**
  - **Steadily Increasing (65% in Jan 97)**
  - **15 CAOs with less than 30% targeted for improvement**
- **Excessive Cycle Times**
  - **Identify contributing CAOs**
  - **Identify responsible Buying Activities**
- **Identify Class I ECPs open for more than 200 days**

DCMDE

**Right Time**

***E. Engineering Change Cycle Time***

---

STATUS:



**Yellow**

**FY97 Goal: N/A**

---

**District Corrective Action Plan Contd.**

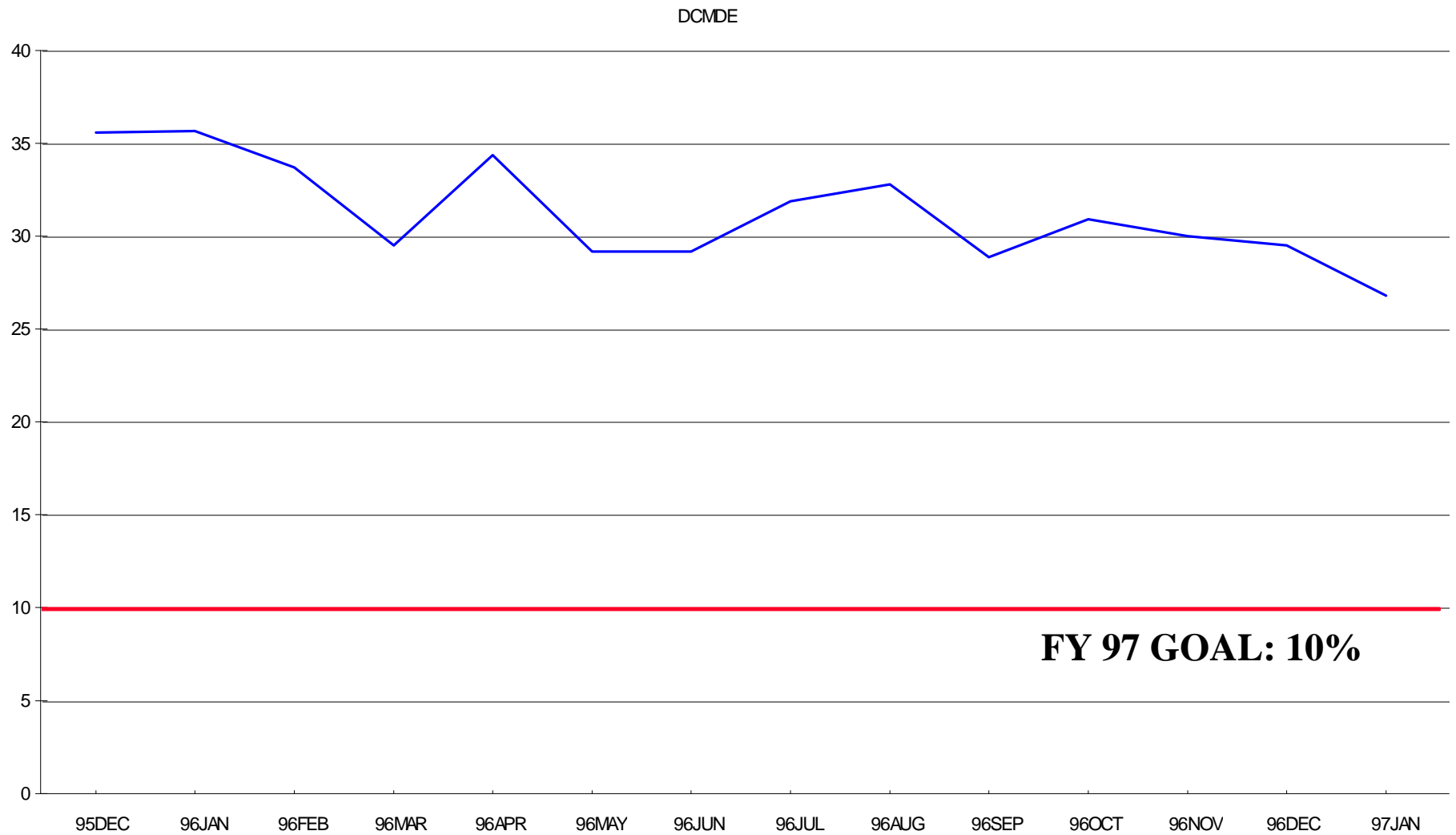
- **Request Cause and Corrective Action from CAO POCs (cc: Group Leaders)**
- **Escalate requests to CAO Commanders as necessary**
- **Work with DCMC Headquarters, CAOs and CLRAs to influence Buying Activities to:**
  - **Disposition Open Actions**
  - **Improve Processes to reduce cycle times**

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*Right Price*

UCA DEFINITIZATION

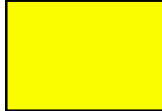
% OF UCAs ON-HAND OVER 180 DAYS



DCMDE

**Right Price**  
**UCA Definitization**  
**(% of UCAs On-Hand > 180 Days)**

**STATUS:**



**YELLOW**

**FY97 Goal: 10%**

o Jan 97 Overage - 26.8% (780/2908). Ten CAOs with 66.3%

o Total Undefined UCA \$'s (000's)

<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Other</u>	<u>Total</u>
\$43,600	\$735,728	\$115,522	\$14,642	\$909,491

o Total Overage Undefined UCA \$'s (000's)

<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Other</u>	<u>Total</u>
\$31,095	\$301,314	\$18,136	\$3,686	\$354,232

o Percentage of Overage Dollars: 38.9%

o Top ten CAO's: Percentage of Overage Dollars: 58.4%

Business Plan Reference: N/A

DCMDE

**Right Price  
UCA Definitization  
(% of UCAs On-Hand > 180 Days)**

---

**STATUS:**



**YELLOW**

**FY97 Goal: 10%**

---

District Staff

- o Completed HQ/District plan to visit top 5 CAOs
  - oo DCMC and Districts to analyze data obtained from visits and publish lessons learned
  - oo Reviewing Corrective Action Plans (CAPs) from all CAOs over goal
- o Visited L.M. Sanders in Feb 97
  - oo Provided advice on bundling, recommendations on workload distribution/resource utilization and shared lessons learned/policy information
- o DCMDE Process Owner to address Customer Liaison Representatives (CLRs) at next meeting to discuss how Buying Activities can help us to improve the overall UCA process

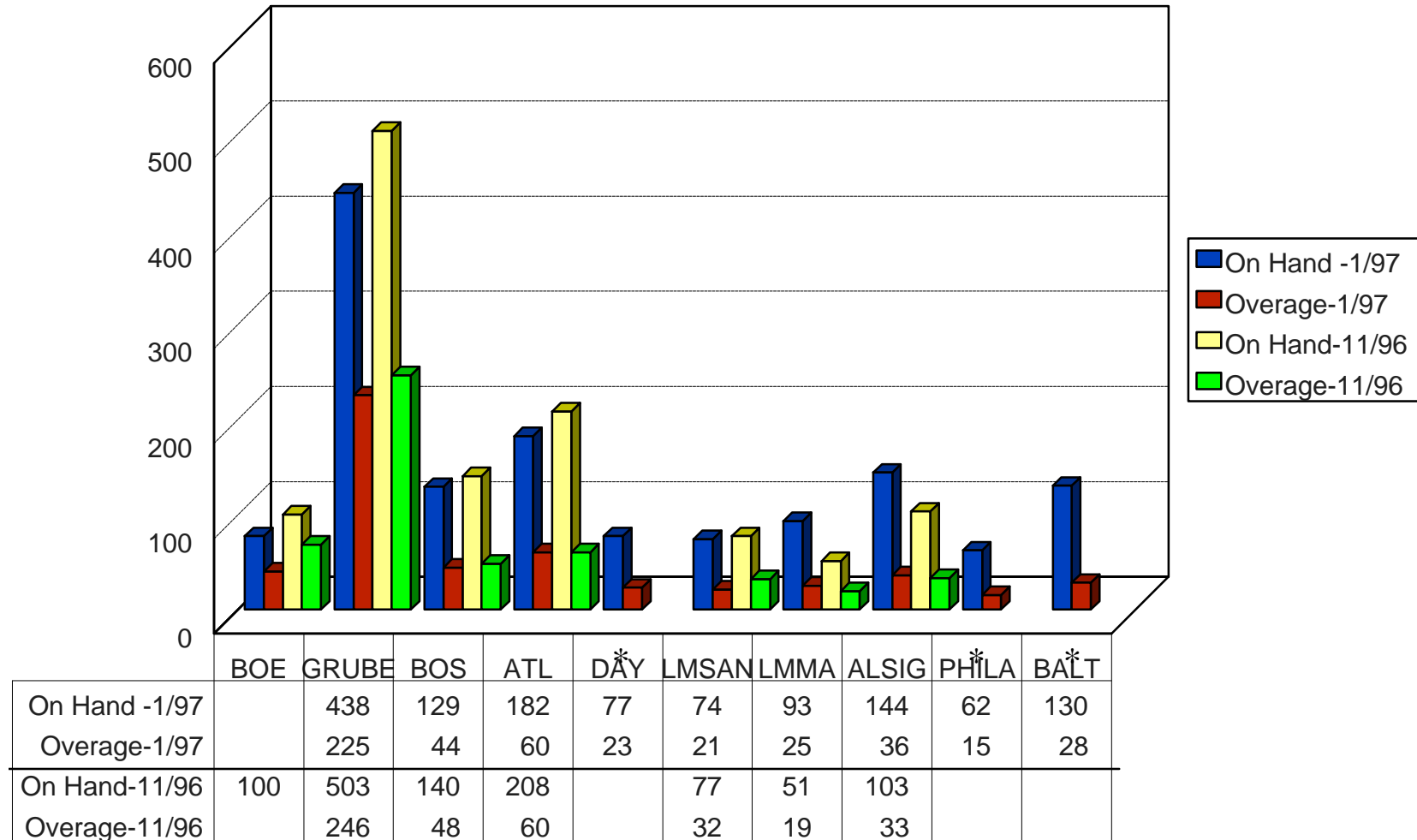
Business Plan Reference: N/A<sup>12</sup>



# OVERAGE UNDEFINITIZED CONTRACTUAL ACTIONS (UCAs)

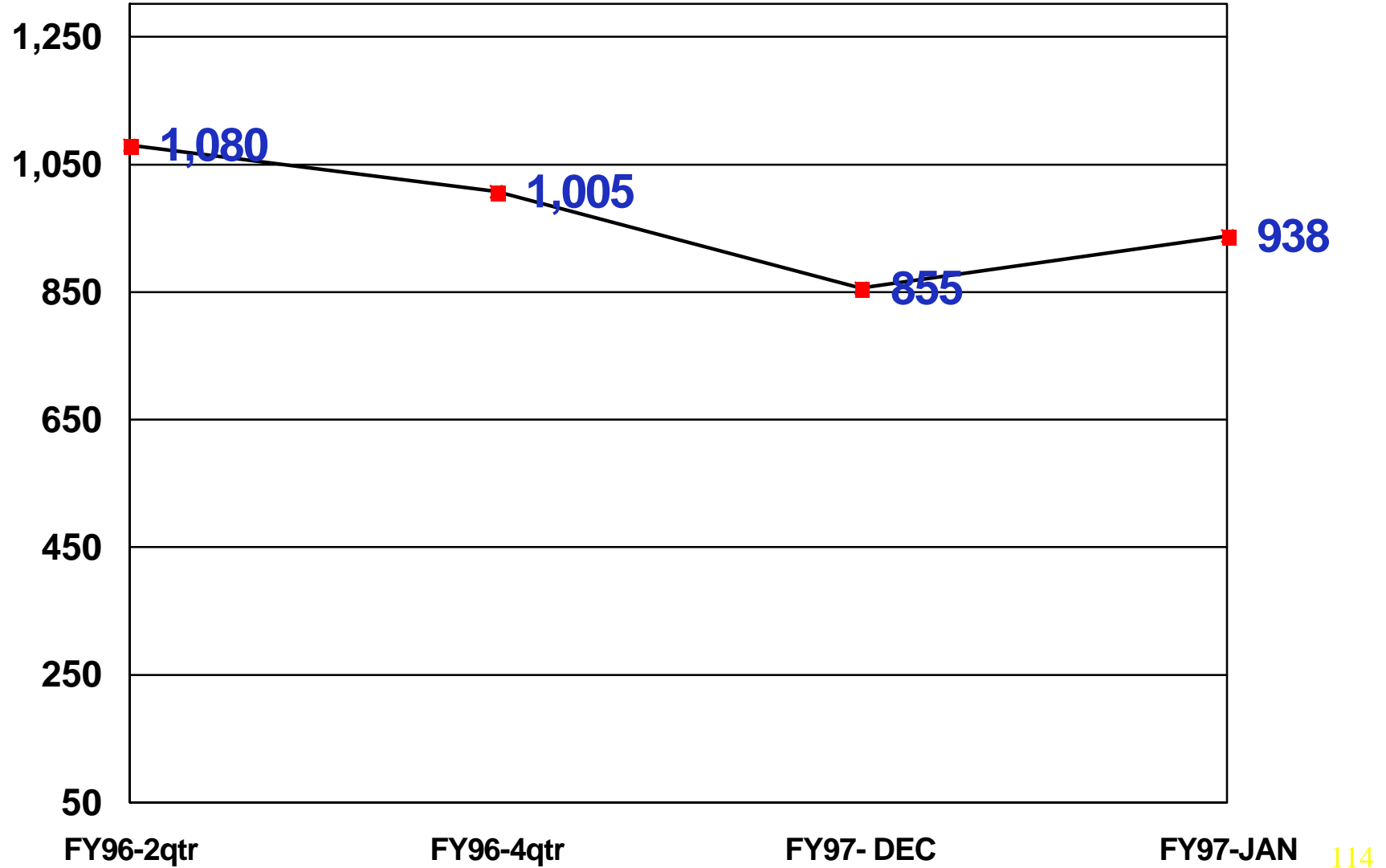
DCMDE

DCMDE TOP TEN CAOs (FY97 GOAL: 10%)



\* - Not on chart Nov 96 - Tenth Highest was 28.8%

## Right Price Open Overhead Negotiations (4.4.1)



## Right Price

### Open Overhead Negotiations (4.4.1)

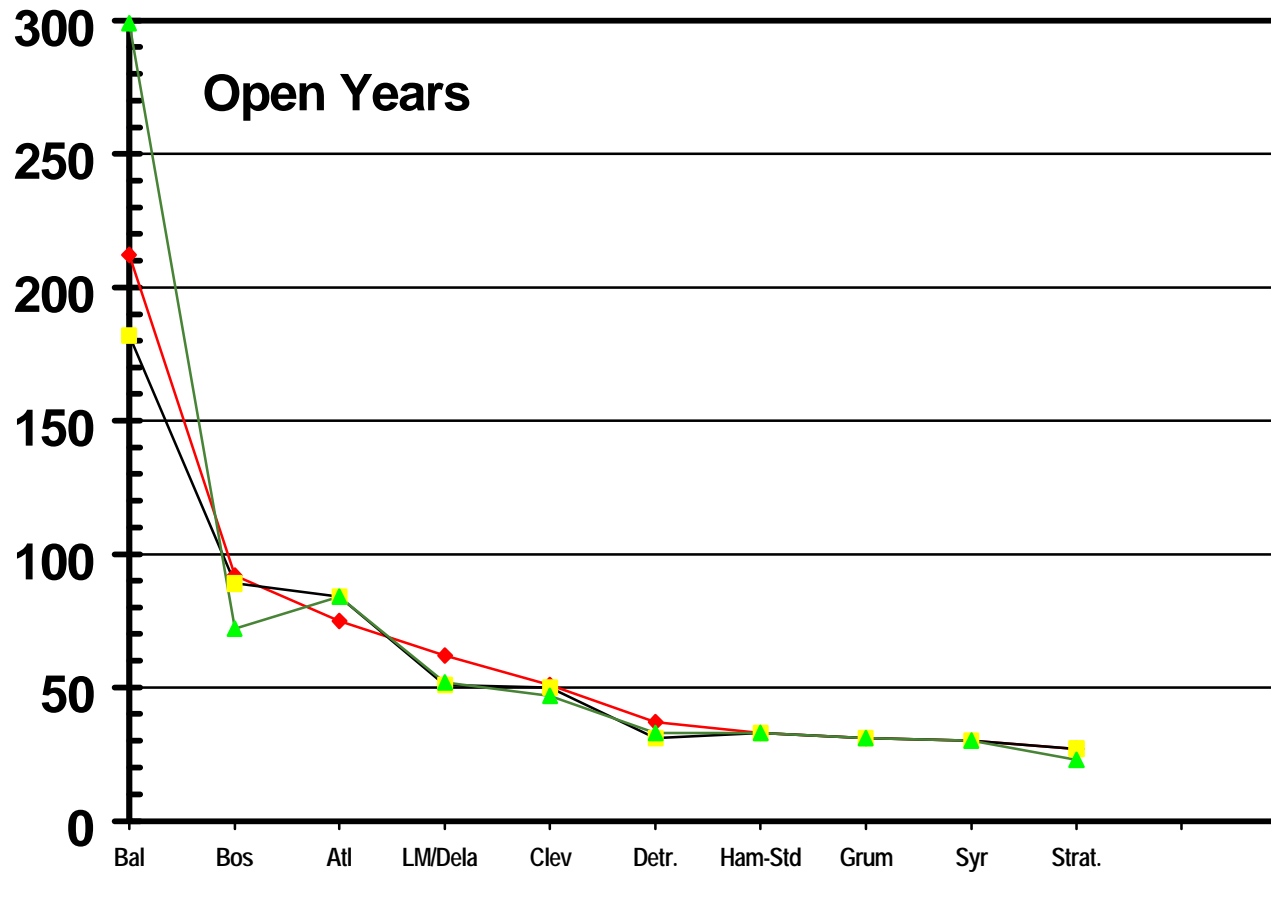
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**STATUS:**  **YELLOW**

---

- o Jan 97 open overhead years - 938
- o Increase of 83 years from Dec 96 due to addition of FY96 years
- o Database has been purified to delete 75 years that have been negotiated by ACO
- o The DCAA Incurred Cost Status Listing is being distributed to CAOs
  - oo Listing will assist with the reconciliation of records for overhead report
- o District Staff: Visiting top 5 CAOs
  - oo Visits have been made to Baltimore, Boston, & Lockheed Sanders
  - oo Visits are scheduled to L.M. Delaware Valley and Atlanta in Mar 97
  - oo Visit scheduled to Cleveland in Apr 97

# Open Overhead Negotiations CAO HIGH DRIVERS



	Bal	Bos	Atl	LM/Dela	Clev	Detr.	Ham-Std	Grum	Syr	Strat.
Jan-97	212	92	75	62	51	37	33	31	30	27
Dec-96	182	89	84	51	50	31	33	31	30	27
Sep-96	299	72	84	52	47	33	33	31	30	23

## Right Efficiency Canceling Funds

---

STATUS:  RED

---

- o Current goal of \$0 canceling at FY end requires red status coding throughout the year
  - oo Even \$1 remaining undisbursed or unadjusted by Sep 30 will result in missing the goal
- o District total ULO, FY 97 baseline: \$791.6M
  - District total ULO, as of Jan 97: \$646.5M
  - Decrease of 18.3%

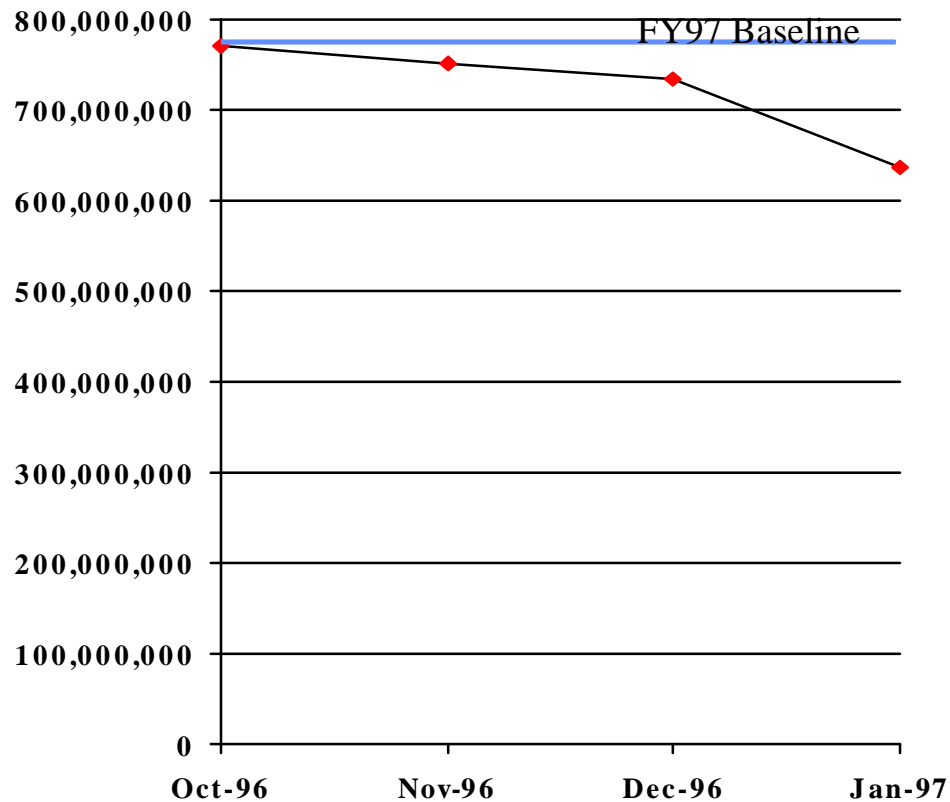
## **Right Efficiency Canceling Funds**

### **DCMDE Improvement Plan**

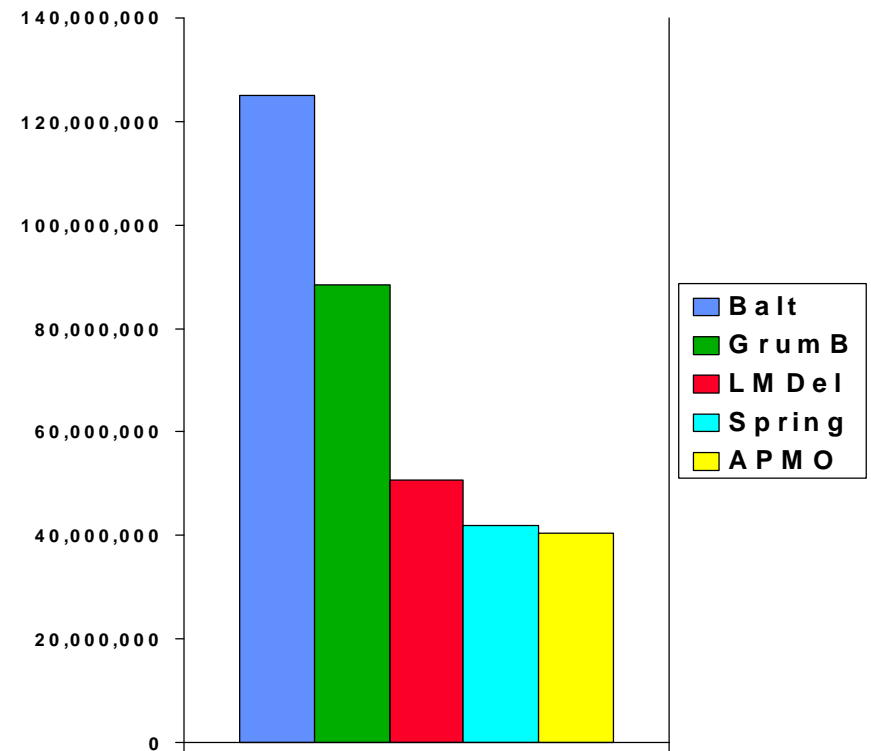
- o Continue to advise and support HQ in refinement of canceling funds goal and metric
  - oo Feb 19-20 meeting held at HQ
  - oo Process of calculating dollars at risk, and setting goals continues to evolve
- o Working with all offices, but will concentrate initially on 10 CAOs with highest total ULOs per 690 report
- o Memo being prepared for field offices:
  - oo Inform CAOs that all are being tracked, and that top 10 will be required to submit monthly status report, including action plans and milestones
  - oo Every CAO to provide “root cause” information, for analysis and additional improvement planning by District and HQ
  - oo Request CAOs advise how District can assist

# Contracts With FY 97 Canceling Funds Section 1-3 Total

**District Total - Sec 1-3**  
Jan 97 - \$637,033,357



**Top 5 Pacing CAOs**  
Jan 97



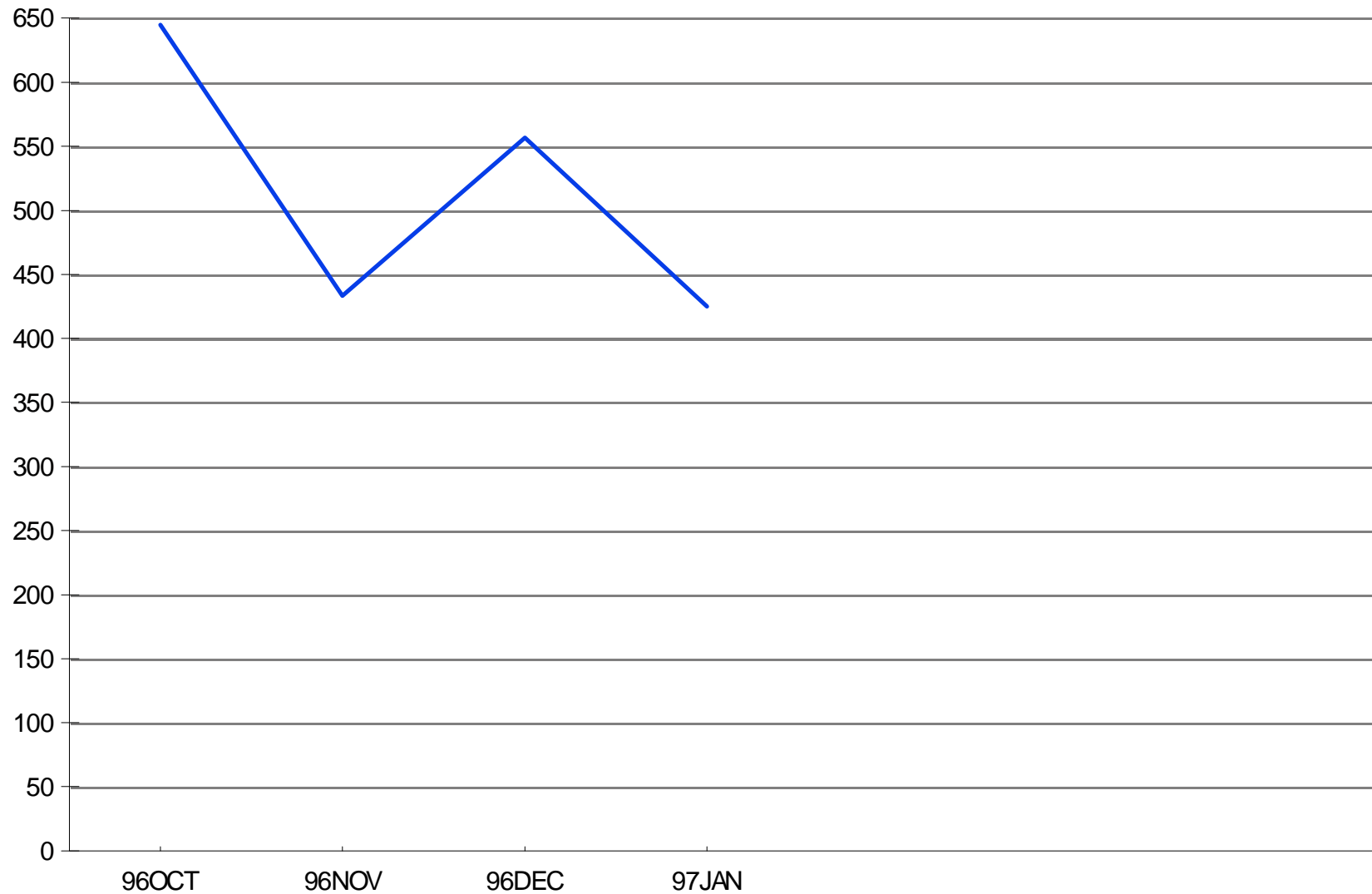
DCMDE

## RIGHT EFFICIENCY

Termination For Convenience Cycle Time

DCMDE



FY97 goal <730 days





## Right Efficiency Termination Actions Termination for Convenience Cycle Time

---

<b>STATUS:</b>		<b>GREEN</b>	FY97 Goal: Cycle Time < 730 Days
		<b>RED</b>	FY97 Goal: Zero Dockets with Termination Date prior to 1/1/95

---

- Metric - Cycle Time  
Two Measures
- Cycle Time of all Dockets Closed - Process is < 730 days
- New Metric developed  
Applies Only to Dockets with Termination Date after 1/1/95  
Goal < 730 days Achievable Goal
- Closeout Goal  
Do Not Anticipate Achieving “0” Open Dockets with Termination Date Prior to 1/1/95

## Right Efficiency Termination Actions

### Termination for Convenience Cycle Time

---

**STATUS:****GREEN**FY97 Goal: Cycle Time < 730 Days

---

- 1st Qtr FY97 Performance has been Within 730 Day Cycle Time Goal

- Performance for Jan 97:

Atlanta	510 Days
Boston	350 Days
Cleveland	275 Days
New York	620 Days
Philadelphia	424 Days
Springfield	40 Days
District	424 Days

## Right Efficiency Termination Actions

### Termination for Convenience Cycle Time

---

**STATUS:**  **GREEN**      FY97 Goal: Cycle Time < 730 Days

---

#### Performance Assurance Plan:

- District Responsibilities:
  - Emphasis on Database Integrity
  - Oversight of Process Flow
  - Assistance in Expediting Outside Support Functions
  - Emphasis on ACOs Supplying TCOs T/C Notices in a Timely Manner
  - Letter to Commanders of Offending Offices
- TSOs Considerations:
  - Encourage Earlier Contractor Proposal Submission
  - Examine Workload Assignments - Realign as Necessary

## Right Efficiency Termination Actions

### Termination for Convenience Cycle Time

---

**STATUS:**



**Red**

FY97 Goal (Sep 30, 1997): Zero Dockets On Hand  
with Termination Date prior to 1/1/95

---

- o Do not anticipate achieving “0” Open Dockets with Termination Date prior to 1/1/95
- o 52 Dockets scheduled to close beyond Sep 97 goal
- o 75% of them include:
  - oo Litigation - 28
  - oo Bankruptcy - 7
  - oo Investigation - 4
- o Considering possible intervention source
- o January Performance to Plan - +4

## **Right Efficiency Termination Actions**

### **DCMDE Improvement Plan**

- **District Responsibilities:**

- Baseline Established

- Burndown Developed Docket for Docket

- Support Offered to Assist in Expediting Outside Support Functions

- Canceling Funds Information to be Supplied

- **TSO Responsibilities:**

- Prioritize Dockets for Closeout

- Adhere to Schedule Commitments

- Consult ACO for Remedies to Improve Contractor Responsiveness

- Reassign Workload According to Complexity of Required Actions

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## Termination Actions DCMDE Burndown Plan

<u>Dates</u>	<b>1/97</b>	<b>2/97</b>	<b>3/97</b>	<b>4/97</b>	<b>5/97</b>	<b>6/97</b>	<b>7/97</b>	<b>8/97</b>	<b>9/97</b>	<b>Beyond 9/97</b>	<b>* TBD</b>	<b>Totals</b>
<b><u>Atlanta</u></b>												
Planned	6	7	7	4	2	4				28		58
Actual	6											6
<b>Adjusted/Balance</b>												<b>52</b>
<b><u>Boston</u></b>												
Planned	6	12	23	9	4	2	1	3	2	7		69
Actual	5											5
<b>Adjusted/Balance</b>			<b>24</b>									<b>64</b>
<b><u>Cleveland</u></b>												
Planned	2	1	5	4	4	6	1		8	6		37
Actual	0											0
<b>Adjusted/Balance</b>			<b>6</b>									<b>37</b>
<b><u>New York</u></b>												
Planned	5	12	18	7		22	1		1	6		72
Actual	6											6
<b>Adjusted/Balance</b>						<b>21</b>						<b>66</b>
<b><u>Philadelphia</u></b>												
Planned	1		4	7		1				6	16	35
Actual	7											7
<b>Adjusted/Balance</b>		<b>6</b>		<b>11</b>					<b>2</b>	<b>4</b>	<b>0</b>	<b>28</b>
<b><u>Springfield</u></b>												
Planned	0	3	3			1	3	3		1		14
Actual	0											10
<b>Adjusted/Balance</b>												<b>14</b>
<b><u>District Totals</u></b>												
Planned	20	35	60	31	10	36	6	6	11	54	16	285
Actual	24											24
<b>Adjusted/Balance</b>		<b>42</b>	<b>62</b>	<b>35</b>		<b>35</b>			<b>13</b>	<b>52</b>	<b>0</b>	<b>261</b>

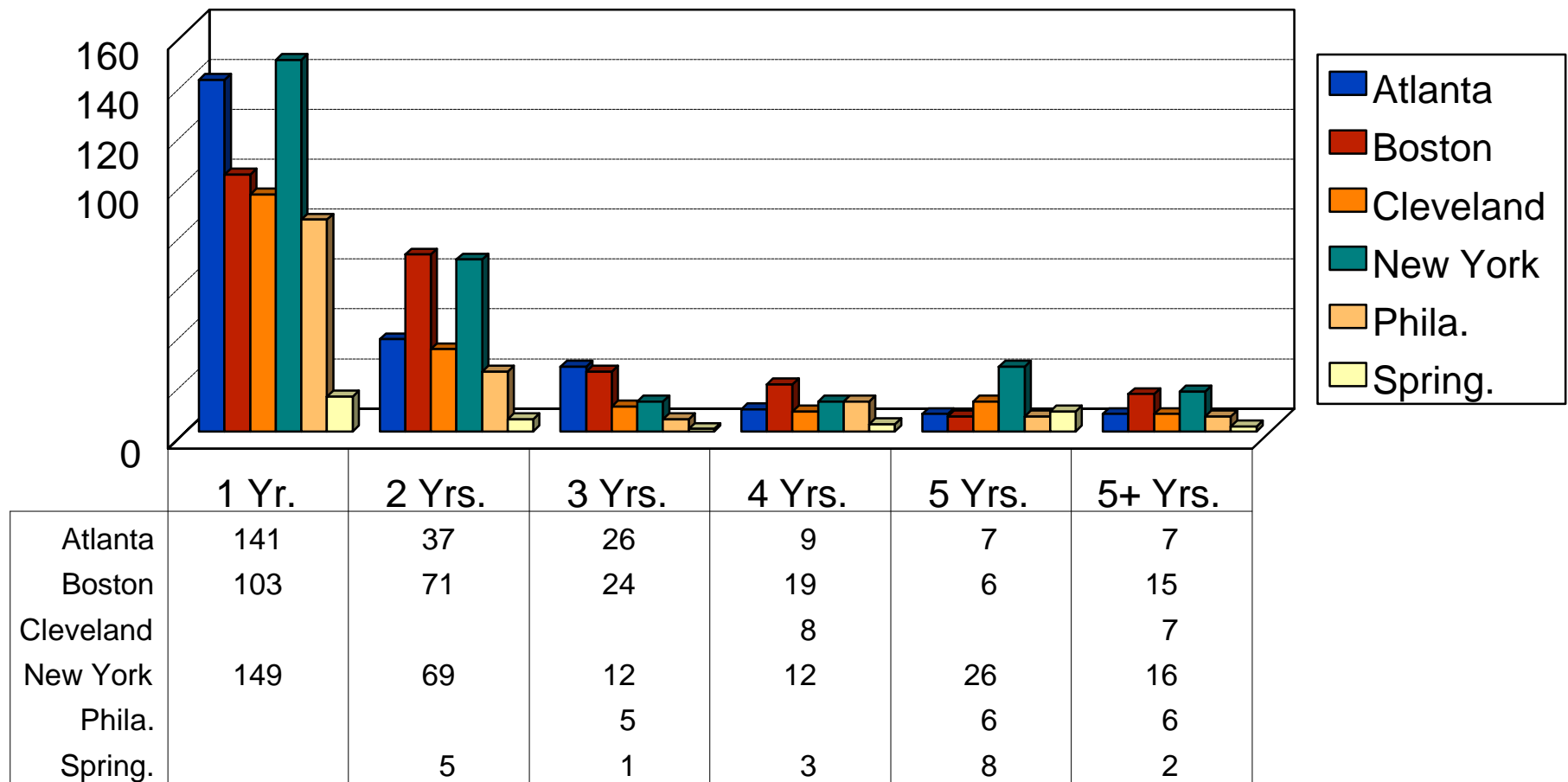
## Termination Actions Delay Codes

<b><u>Reasons for Delay</u></b>	Atlanta	Boston	Cleveland	New York	Phila.	Spring field	Total
Protracted Negotiations	5	19	1	20	1	4	50
Subcontractor Issues	1	3	8	4	2	1	19
Settlement in Litigation	16	2	1		9		28
Contractor Bankrupt	2		5				7
Contractor Under Investigation		2		1	1		4
Late Receipt of T/C Notice		9	4	15			28
Late Receipt of T/C Proposal							
Late Receipt of Rev'd Proposal	3	2	4	4		4	17
Late Receipt of Plant Clearance	14	5	2	8	2	3	34
Late Receipt of Audit		2	1				3
Late Receipt of Technical							
Late Receipt of Legal Input		5	2				7
Funding Issues	1	3			1		5
Awaiting Overhead Rates	1	5					6
Other	9	7	9	14	12	2	53
District Total	52	64	37	66	28	14	261

# Termination Actions

## Aging of Dockets

### Total Number of Dockets

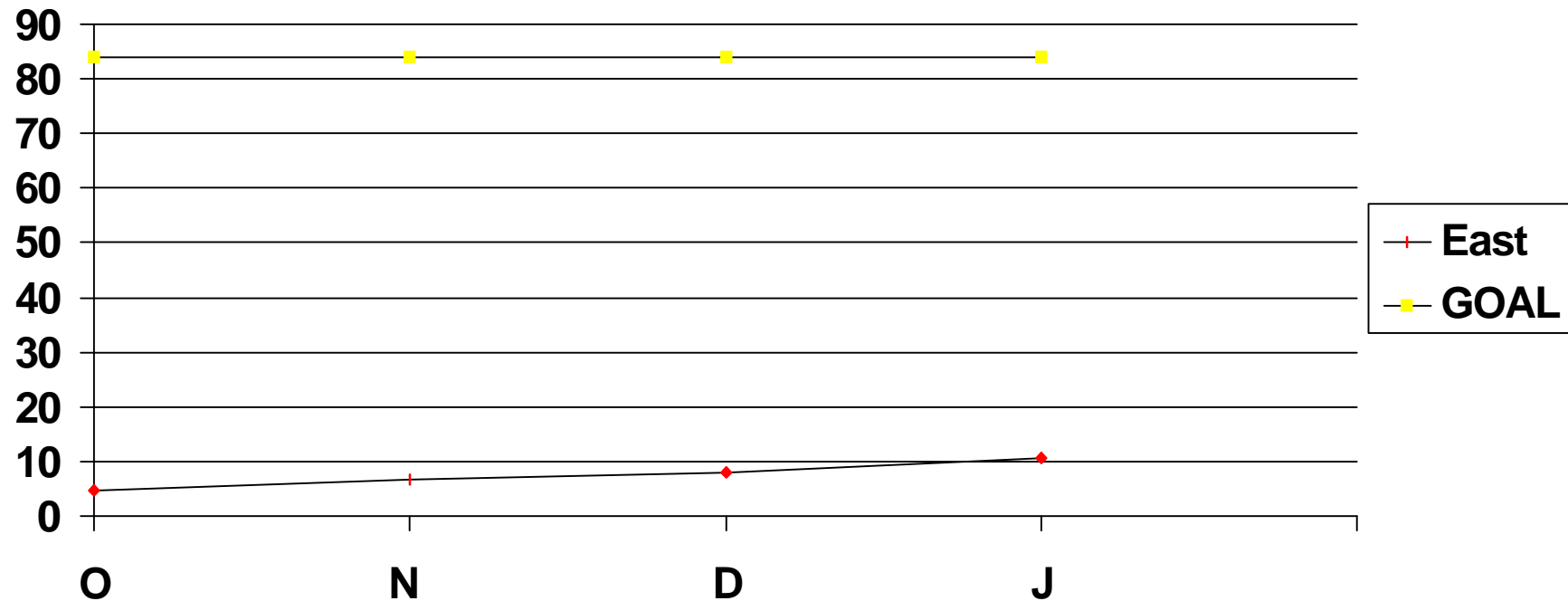




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# RIGHT TALENT

## *EMPLOYEE TRAINING HOURS*




	OCT	NOV	DEC	JAN
PLAS HRS	34167	18027	8966	20120
PERS	7569	7393	7397	7385
HR/PP	4.5	2.3	1.2	2.7
CUM HRS/PP	4.5	6.8	8	10.7

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# **RIGHT TALENT TRAINING HOURS TRAINING HOURS/EMPLOYEE**

---

**STATUS:**  **RED**

**FY97 GOAL: 84 HRS/YR OR 7 HRS/MON**

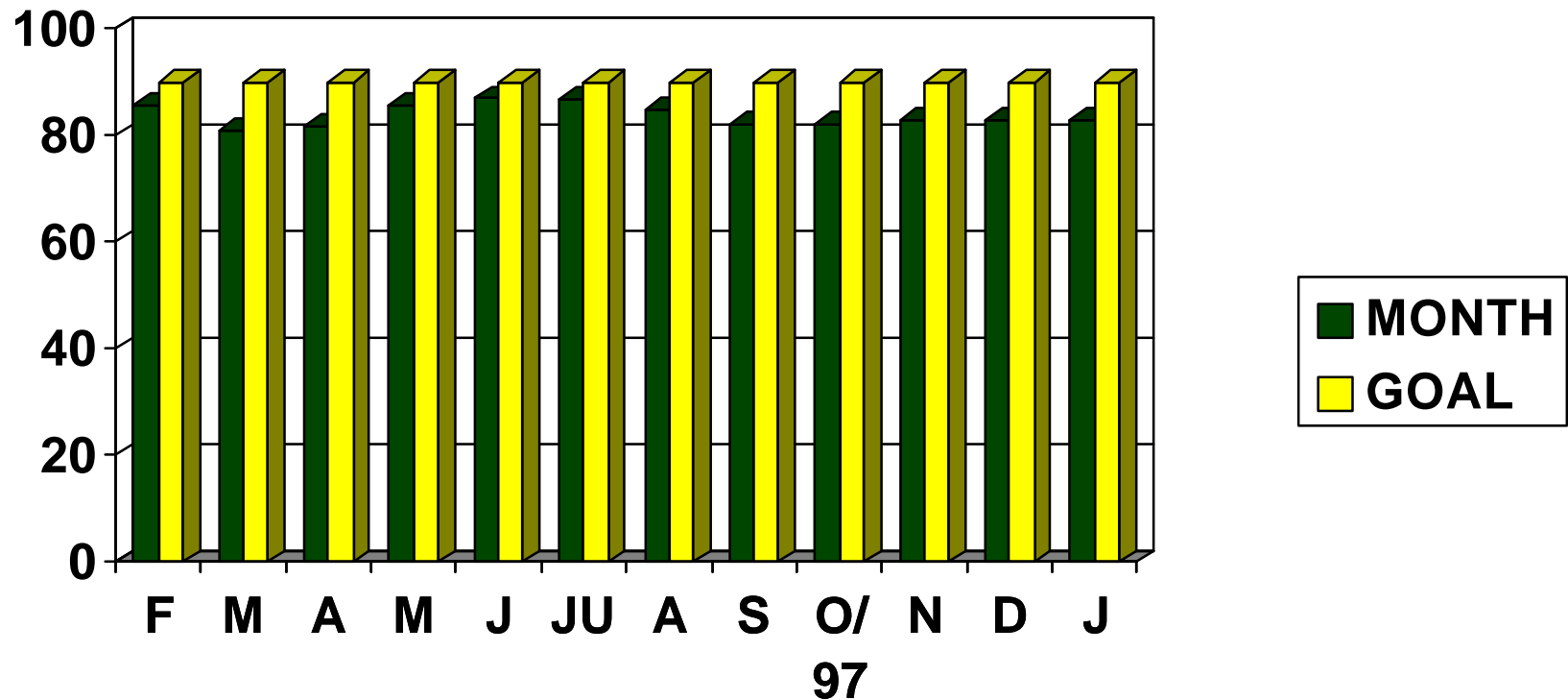
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- **CAUSE**

- FY 96 ALLOCATED \$8.5M APPROXIMATELY 65 HRS/PP (DID NOT REACH GOAL)
- FY97 REQUESTED \$12M (WOULD REACH GOAL), ALLOCATED \$6.5M APPROXIMATELY 45 HRS/PP
- BUDGET IS BEING REDUCED TO \$5.0M, WHICH WILL CAUSE A REDUCTION OF 116 DAU COURSES, 853 SPACES. THIS WILL CAUSE A REDUCTION OF 9.5 HRS/PP, 35.5 HRS/PP FOR THE FISCAL YEAR.

DCMDE

# RIGHT TALENT DAWIA CERTIFICATION



# RIGHT TALENT

## A. DAWIA CERTIFICATION

### #CERTIFIED/TOTAL EMPLOYEES

---

STATUS:  RED

---

FY97 GOAL: 90% CERTIFIED

---

- SURVEYED ALL CAOs TO IDENTIFY REASONS FOR NON-CERTIFICATION - 2/13/97
- ANALYZED DATA RECEIVED FROM CAOs. ROOT CAUSES OF NON-CERTIFICATION ARE AS FOLLOWS:

#### REASONS

#### # OF INDIVIDUAL REQUIREMENTS

EDUCATION	27
TRAINING	507
EXPERIENCE	35
PERSONAL/OTHER	105

DCMDE

# RIGHT TALENT

## A. DAWIA CERTIFICATION

### #CERTIFIED/TOTAL EMPLOYEES

---

STATUS:  RED

FY97 GOAL: 90% CERTIFIED

---

- DCMC GRUMMAN MELBOURNE 49%
- DCMC SIKORSKY 69%
- DCMC PRATT & WHITNEY WEST PALM 70%
- DCMC BALTIMORE 70%
- DCMC LOCKHEED MARTIN ORLANDO 71%
- DCMC LOCKHEED MARTIN MARIETTA 71%
- DCMC ALLIED SIGNAL 72%
- DCMC WESTINGHOUSE BALTIMORE 74%
- DCMC LOCKHEED MARTIN SANDERS 77%
- DCMC GRUMMAN ST. AUGUSTINE 77%

DCMDE

## UNRECONCILABLE CONTRACTS

STATUS:  RED

FY97 Goal: Close By APR 97

<u>CAO</u>	<u># Contracts</u>	<u>Closed</u>	<u>Balance</u>
DCMC Baltimore	6	4	2
DCMC Detoit	1	1	0
DCMC Indianapolis	4	3	1
DCMC Lockheed Sanders	1	1	0
DCMC LM Del Valley	3	2	1
DCMC Pittsburgh	2	0	2
DCMC Raytheon	2	2	0
DCMC Reading	1	0	1
DCMC Springfield	4	1	3
DCMC Stratford	2	2	0
DCMC Syracuse	<u>1</u>	<u>1</u>	<u>0</u>
	<b>27</b>	<b>17</b>	<b>10</b>
Special Topic			

DCMDE

## UNRECONCILABLE CONTRACTS

---

STATUS:  RED

FY97 Goal: Close By APR 97

---

•DCMC BALTIMORE: Contract N61339-90-0038

- Copy of Contract received from Ktr on 1/27/97.
- DFAS has identified discrepancies. ACO & PCO to discuss and resolve open issues.
- Obligation Audit in process.
- ECD: JUNE 1997



# Performance Improvement

Jan 97 data

DCMDE

<b>1997 Business Plan - Performance Goals</b>	<b>East</b>
• (1.1.1) Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS)	Yellow
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications	Yellow
• (1.2.2) Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule	N/R
• (1.2.3) Increase overall DCMC ROI by 10% over the FY 96 baseline	Green
• (1.3.1) Continually improve all facets of the contract close-out process such that not more than 20 percent of physically completed contracts are overage for closeout	Red
• (2.1.1) Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites	Green
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)	Yellow
• (2.1.3) Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century	N/A
• (2.1.4) Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS)	Green
• (2.1.5) Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS STANDARDIZATION)	Green





# Performance Improvement (Con't)

Jan 97 data

DCMDE

<b>1997 Business Plan - Performance Goals</b>	<b>East</b>
• (2.1.6) Support info technology initiatives by deploying 90% of projects selected in the IRM plan on schedule (INFORMATION TECHNOLOGY INITIATIVES)	Yellow
• (2.1.7) Develop/deploy small quantity of outcome-oriented performance measures which best portray performance of core processes (METRICS)	Green
• (2.1.8) Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA)	Green
• (2.2.1) Use the results of Performance Based Staffing Assessment to better structure and utilize the workforce	Green
• (2.3.1) Improve mission and support processes by conducting management control reviews and annual USA; incorporate areas for improvement into planning process	Green
• (2.3.2) Assess organizational performance through the accomplishment of 30 IOAs during FY 97	Green
• (2.3.3) Benchmark the Distributed Computing Process	Green
• (2.3.4) Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations	Green
• (2.3.5) Refine internal assessment (INTERNAL ASSESSMENT)	NA
• (3.1.1) Reduce facilities costs - bring footage <sup>2</sup> of office space into compliance w/ DLA standard - move offices from leased space into DoD space	Green
• (3.1.2) Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide	Green



# Performance Improvement (Con't)

Jan 97 data

DCMDE

<b>1997 Business Plan - Performance Goals</b>	<b>East</b>
• (3.1.3) Increase civilian supervisory ratio to 13:1	Green
• (3.1.4) Prepare for DBOF (DBOF CHALLENGE)	NA
• (3.2.1) Develop and implement an integrated management system	Green
• (3.3.1) Improve elements of the work environment that enhance employees' well being, satisfaction, and productivity	Green
• (4.1.1) Maintain overall customer satisfaction level greater than 4.0 (1-6 scale) across ACAT PMs/PCOs and Commodity Managers/PCOs	Green
• (4.1.2) Field activities continue to solicit customer satisfaction information via Trailer Cards	Green
• (4.2.1) Increase FEDCAS reimbursable hours to 159,053 by close of FY 97	N/R
• (5.1.1) Establish, maintain, and improve a strategic workforce development system that addresses current and future skills needed to satisfy customer requirements (WORKFORCE SKILLS)	Red
• (5.2.1) Increase the percent of eligible organizations having partnership agreements and/or partnership councils	Green

## Performance Task 1.1.1.4

### Perform formal software process assessments DCMC-wide

---

Status:  **YELLOW**    **FY97 GOAL: 25 Assessments**

---

**Goal: Perform 25 software process assessments**

- **1 Software Capability Evaluation (SCE) performed (Wayne Wall, DCMC Syracuse - Team Leader)**
- **7 planned**
- **Marketing DCMC services currently performed by AQOF**

*The Software Center will take the responsibility of this task once established.*

DCMDE **Performance Task 2.1.6.14**  
SPS/MOCAS Graphic User Interface (GUI). Modernize the SPS/MOCAS system  
through the application of a GUI. Complete evaluation testing.

---

**Status: Yellow** 

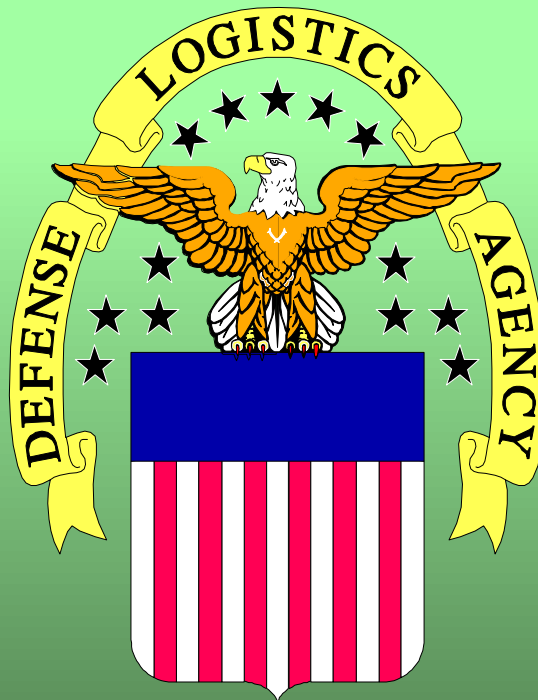
---

- o ET DCMC Birmingham reported slow response time during ET
- o Follow-on ET at DCMC Atlanta with FASST Atlanta lead.
- o ET to be conducted after ALERTS ET starting in April, runs for 30 days.
- o DSDC is currently rebaselining milestone schedule.

# DCMC

## Monthly Management Review

### Head Quarters





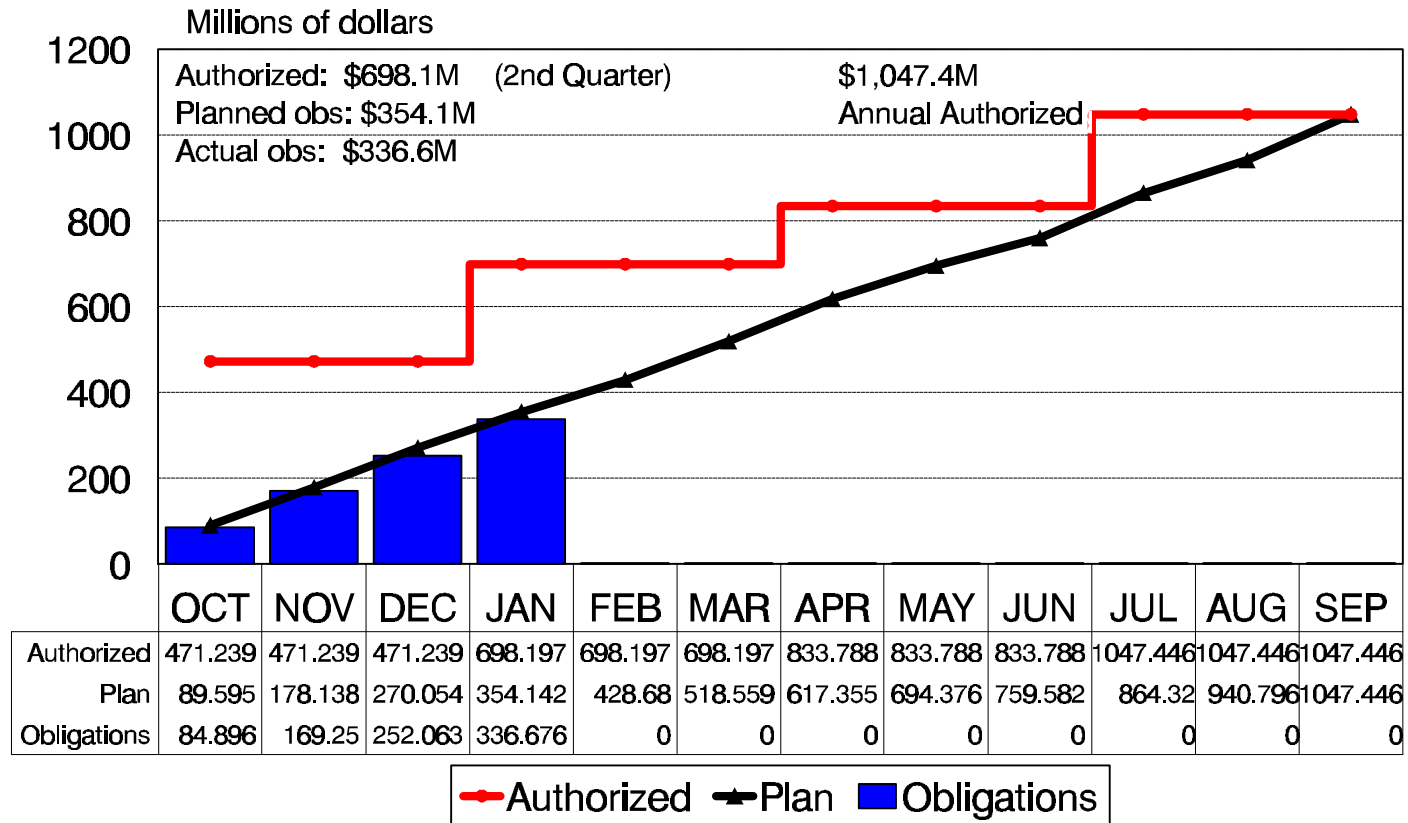
# Resource Management

## Recommended Ratings

Business Performance Metric	DCMC	East	West	Int'l
• Budget Execution				
• Total	Red	Red	Green	Red
• Direct	Red	Red	Green	Red
• Reimbursable	Red	Red	Green	Red
• Personnel				
• Full Time Equivalent (FTE) Execution	Yellow	Yellow	Green	Red

As of: 31 Jan 97

## DCMC FY 97 Total Execution



Obligations/plan: 95%



# FY 97 Budget Execution

## DCMC Summary (As of 31 Jan)

---

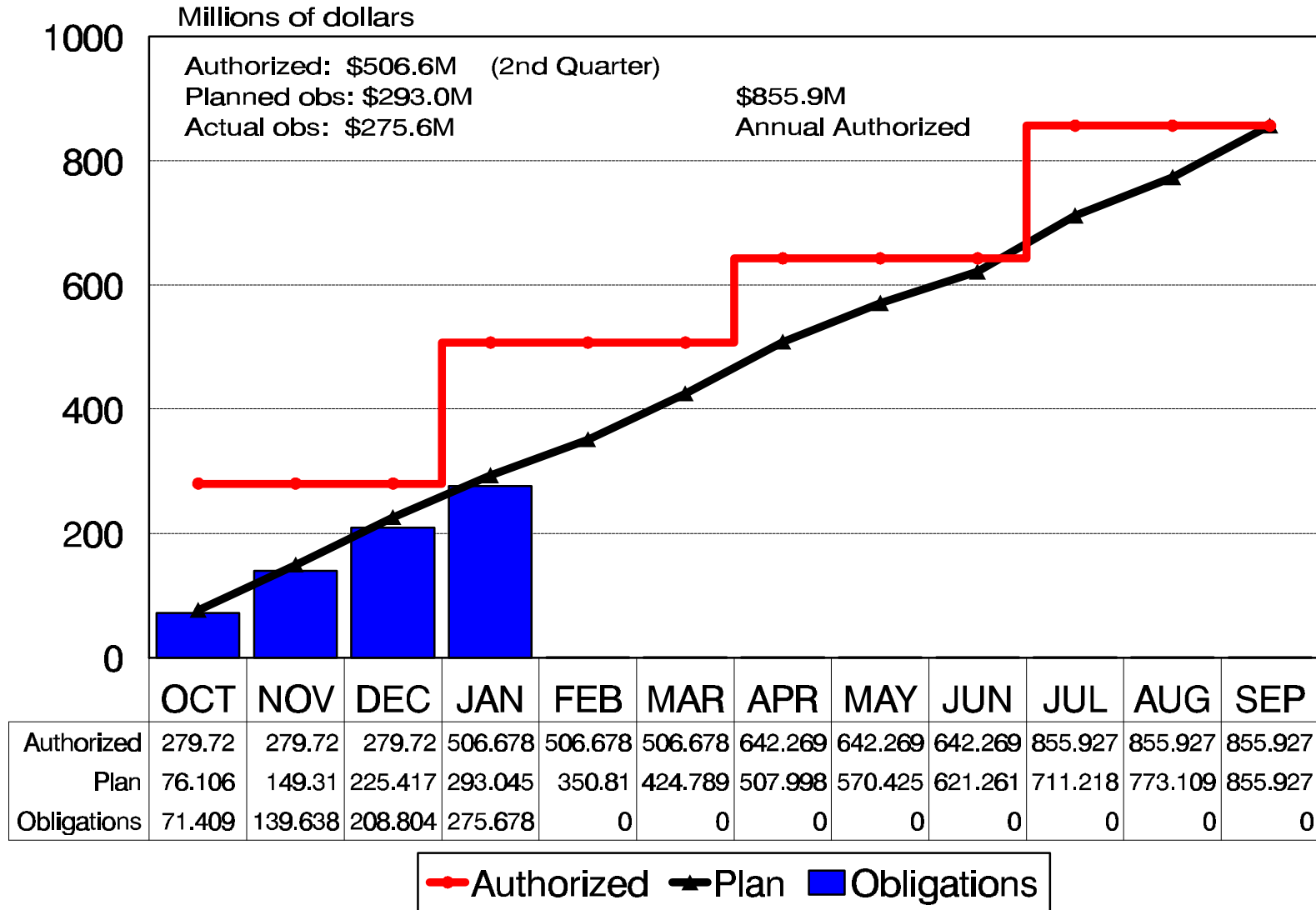
Status: RED (95%)

---

- Comments:
  - Delays in acceptances for AQ commitments causing out of tolerance condition
  - Until adjustments are made to District allocations, Monthly Obligation Plans (MOPs) may not be realistic
- Corrective Action:
  - New procedures will be implemented to correct lagging obligations
  - Expect to receive add'l authority by mid year review on May 1-2 (pending OSD reprogramming action)

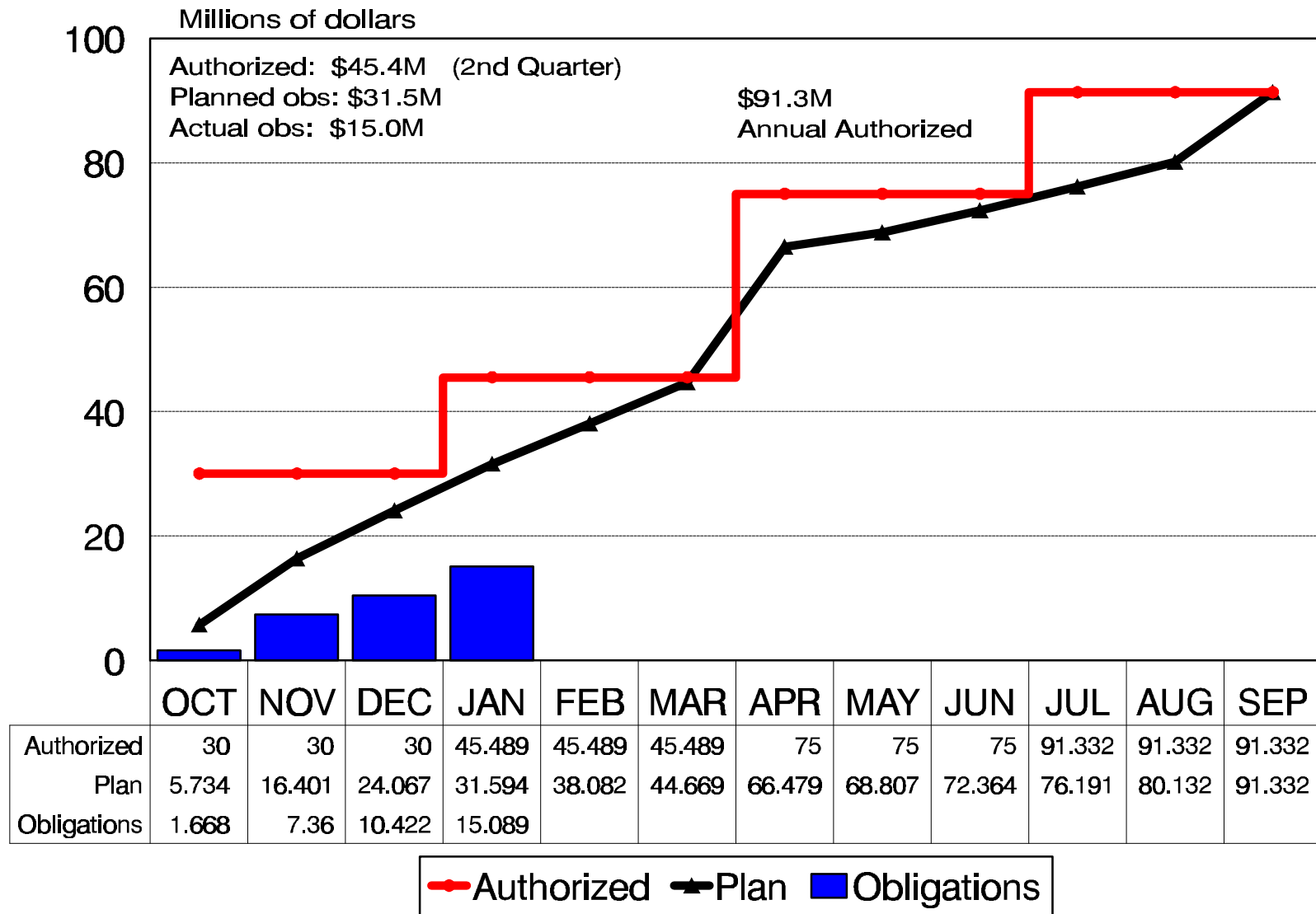


# DCMC FY 97 Direct Execution



Obligations/plan: 94%

# AQ FY 97 Execution



Obligations/plan: 48%



# FY 97 Budget Execution

## AQ HQ (As of 31 Jan)

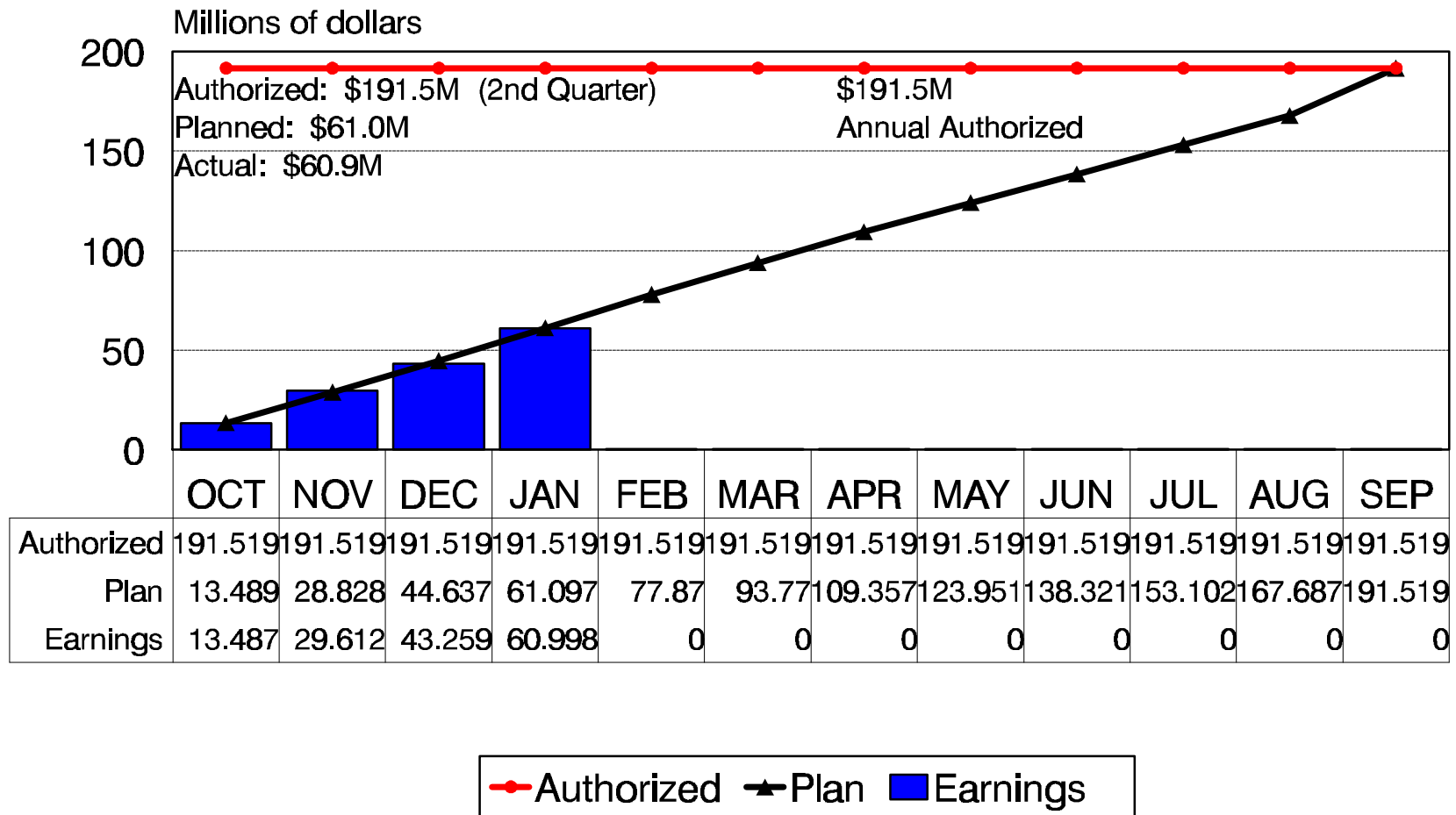
---

Status: RED

---

- Comments:
  - 47% of SPS commitments not obligated due to direct cites and delay in inputting acceptances
- Corrective Action:
  - Procedures being implemented to correct and improve SPS commitment/obligation process

# DCMC FY 97 Reimbursable Execution



Earnings/plan: 100%



# FY 97 Budget Execution

## DCMC Reimbursables (As of 31 Jan)

---

Status: RED

---

- Comments:
  - Actual to plan is \$99k under budget
  - Significant variances at district level wash overall
- Corrective Action:
  - Performance plan goal to reengineer reimbursable process
  - Mid-year adjustments to reimbursable budgets



# FY 97 FTE Execution

## DCMC Summary (As of 31 Jan)

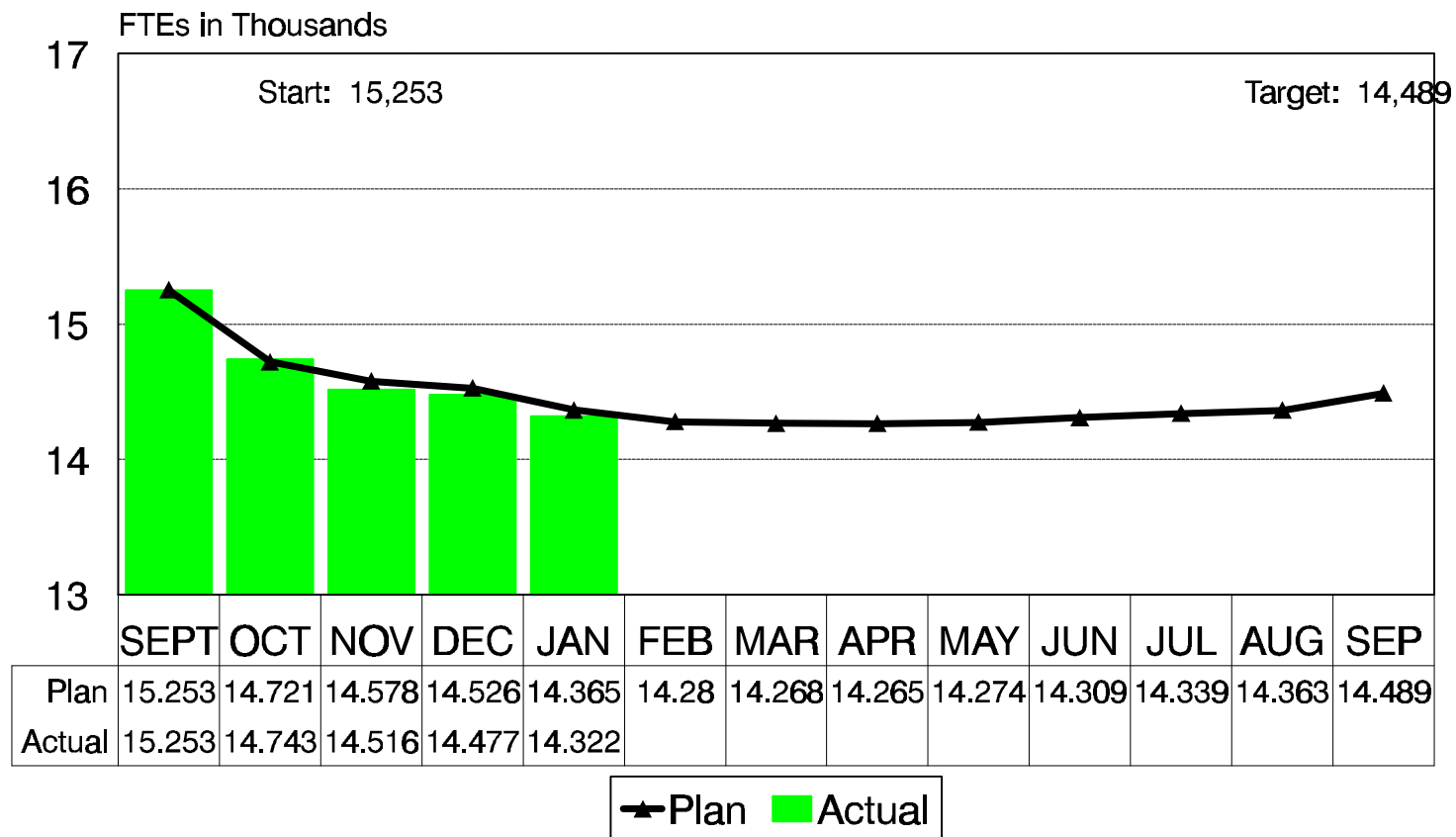
---

Status: YELLOW

---

- Comments:
  - Execution of VERA/VSIP in early FY 97 will force aggressive hiring plans during remainder of FY
  - Each undistributed or underexecuted FTE = 1.72 additional endstrengths by March 1st
- Corrective Action:
  - Actuals contained in FTE Projection Worksheets and MOPs will continue to be closely monitored during BPT/RUC/MMR reviews

## DCMC FY 97 FTE Execution



Actual/Plan: 99%



# Mission Performance

<b>Performance Metric</b>	<b>DCMC</b>	<b>East</b>	<b>West</b>	<b>Int'l</b>
<b>1. Right Item - Conforming Items (3.7.1.3)</b>	<b>NR</b>	<b>NR</b>	<b>NR</b>	<b>NR</b>
• Design Defects (3.10.1 and 3.10.1.1)	Green	Yellow	Green	Green
• Packaging Discrepancies (3.4.1)	4Q 97	NR	NR	NR
• Adopted Software Recommendations (3.10.1.6)	Yellow	Yellow	Yellow	Green
<b>2. Right Time - On Time Contractor Delivery (3.7.1)</b>	<b>3Q 97</b>	<b>NR</b>	<b>NR</b>	<b>NR</b>
• Customer Priority List (CPL) Coverage (3.7.2)	Green	Green	Green	Green
• Engineering Change Cycle Time (3.10.2.2)	Yellow	Yellow	Yellow	Yellow
• Schedule Slippage's on Major Programs (3.12.2.1)	Sep 97	NR	NR	NR
• Shipping Document Cycle Time (3.5.2)	3Q 97	NR	NR	NR
<b>3. Right Price - Cost Savings and Avoidances (1.4.1)</b>	<b>Yellow</b>	<b>NR</b>	<b>NR</b>	<b>NR</b>
• ROA on Property from Plant Clearance (4.3.1)	Green	Green	Green	Green
• Negotiation Cycle Time (2.2.2)	NR	NR	NR	Green
• UCA Definitization (2.2.2.1)	Red	Yellow	Red	Yellow
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green	Green	Green	Green
• Open Overhead Negotiations (4.4.1)	Yellow	Yellow	Red	Green
• Cost Overruns on Major Programs (3.12.1.4)	Sep 97	NR	NR	NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green	Green	Green	Green
<b>4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>
• Repeat Requests for Early CAS (1.2.3.1)	Green	Green	Green	Green





# Mission Performance (Con't)

<b>Performance Metric</b>	<b>DCMC</b>	<b>East</b>	<b>West</b>	<b>Int'l</b>
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)	3Q 97	NR	NR	NR
• Single Process Implementation (1.2.4)	Green	Green	Green	Green
• Preaward Survey Timeliness (2.1.2)	Green	Green	Yellow	Green
• Amount of DoD Property (3.2.1.1)	Green	NR	NR	NR
• Excess Property (3.2.1.2)	Green	Green	Green	Green
• Delay Forecast Coverage (3.7.1.1)	3Q 97	NR	NR	NR
• Delay Forecast Timeliness (3.7.2.1)	3Q 97	NR	NR	NR
• Delay Forecast Accuracy (3.7.1.2)	3Q 97	NR	NR	NR
<b>5. Right Reception - Customer Satisfaction (3.11.1.1)</b>	Green	Green	Green	Yellow
• Service Standards (1.3.1)	Green(-)	NR	Green	NR
• Trailer Cards (3.11.1.2)	Green	Green	Green	Green
<b>6. Right Efficiency - Contracts per FTE (1.1.8)</b>	Green	NR	NR	NR
• Contract Closeout (4.2.2.2)	Green	Green	Green	Green
• Canceling Funds (TBD)	Red	Red	Red	Green
• Termination Actions (4.1.2)	Red	Red	Red	Yellow
<b>7. Right Talent - Training Hours (1.8.1)</b>	Green	Red	Green	Green
• DAWIA Certification (1.8.1.2)	Green	Red	Green	Green
• Course Completion (1.8.1.1)	Green	Green	Green	Green
• Training Quota Usage (1.8.1.3)	Green	Green	Green	Green

## 1.2.1.4-Right Item: Software Recommendations Adopted.

30 Sep 97: 65% of DCMC software comments are made prior to coding and unit testing phase and 30% of these comments are adopted.

13 Mar 97: Yellow

FY97 Actuals:

Recommendations Made: 53%

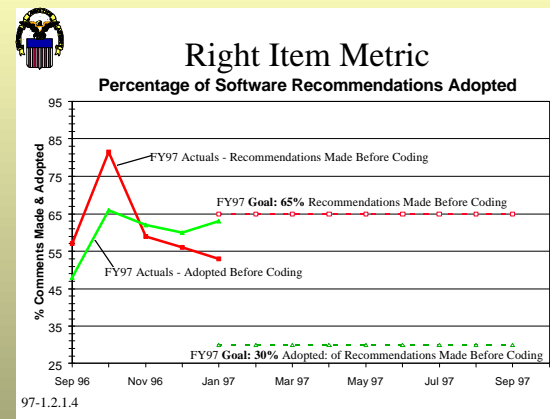
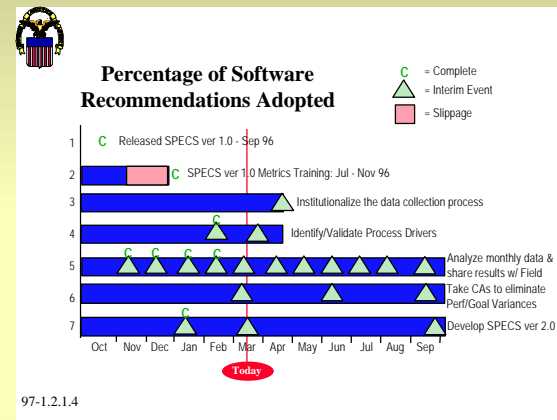
Goal: 65%

Recommendations Adopted: 63%

Goal: 30%

Product Design, Development & Control Team,  
AQOF, Amir TarMohamed, (703) 767-3350.

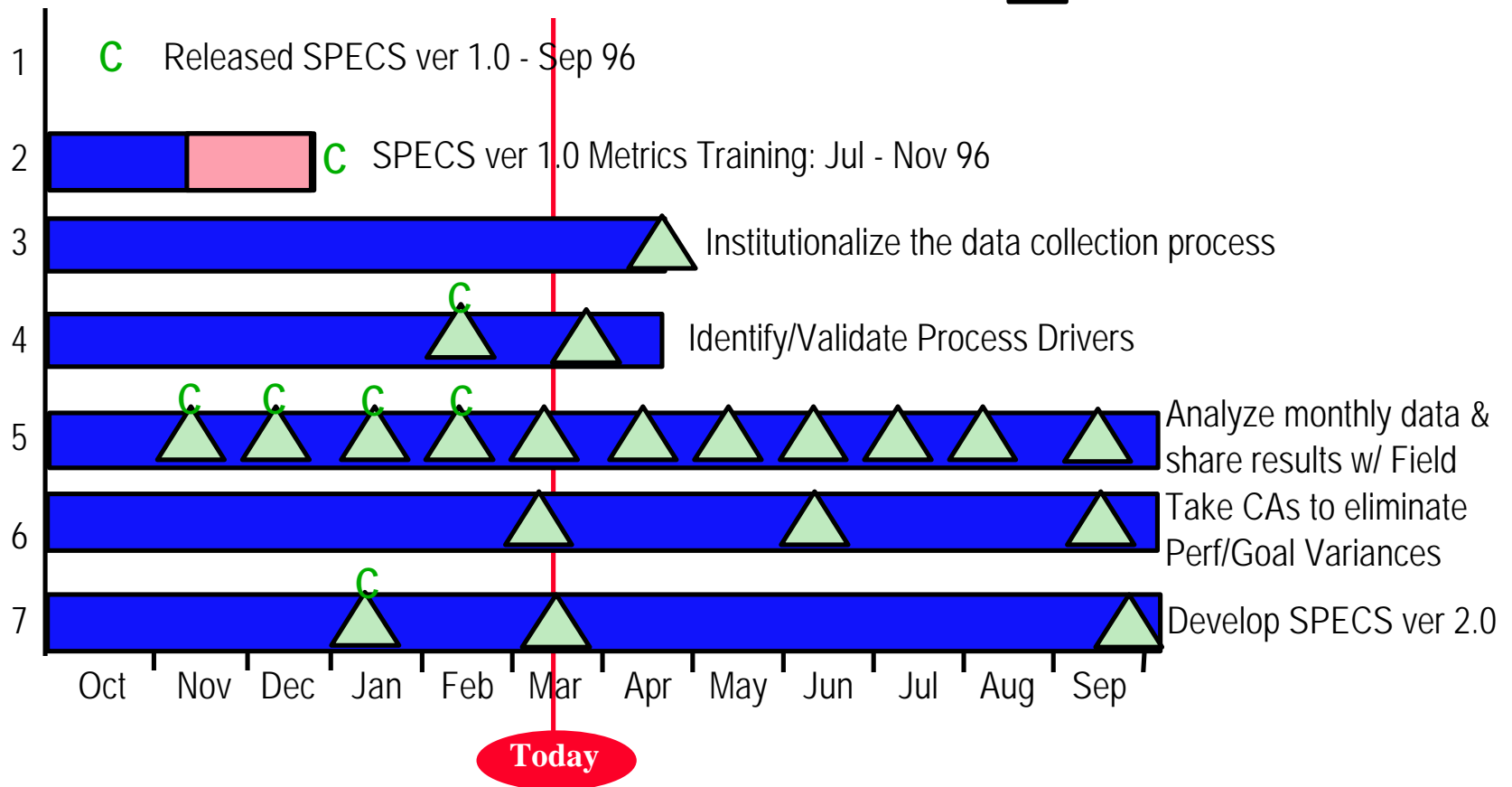
Alternate: Kvein Holt,(703)7673356





## Percentage of Software Recommendations Adopted

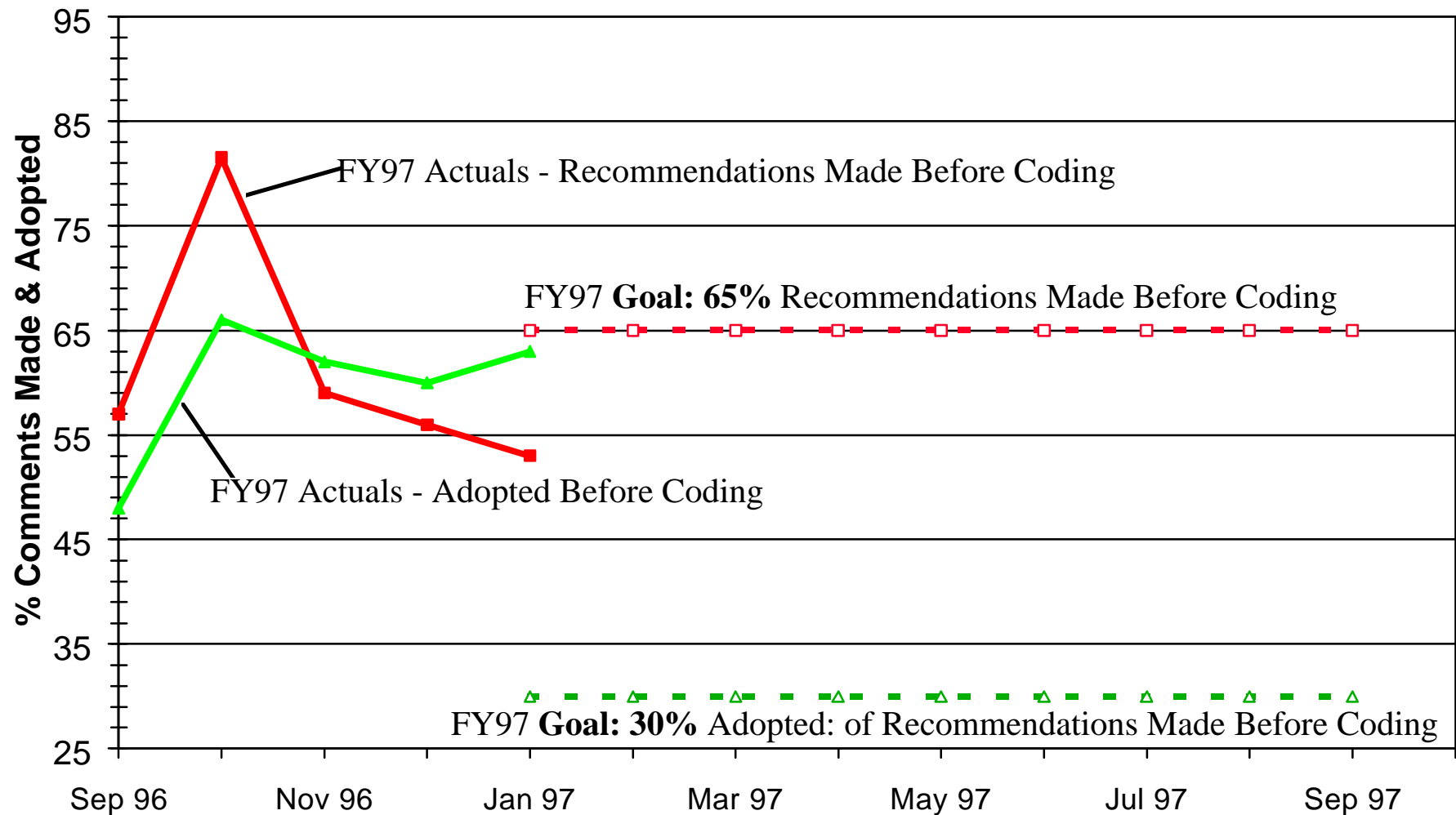
**C** = Complete  
△ = Interim Event  
■ = Slippage





# Right Item Metric

## Percentage of Software Recommendations Adopted





# Right Item Metric

## Percentage of Software Recommendations Adopted

---

**Status: Yellow**

---

- **Initial release of SPECS was Oct 96**
  - CAOs still in learning curve.
    - Districts assisting CAOs that require extra mentoring in the use of SPECS. Includes distribution to the CAOs of lessons learned.
- **Goal of 65% recommendations made prior to Code & Unit Test Phase may be unattainable for some CAOs**
  - CAOs where majority of the Contractors' software development efforts are in and beyond Code & Unit Test will not, by definition, be able to meet metric goal.

97-1.2.1.4

## 1.2.1.2-Right Time: Class I ECP Cycle Time

18 Nov 96 - Not Rated

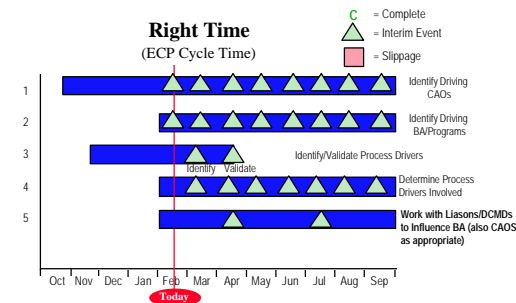
Trend: 14 Month Trend is Up (Not Stable)

Back log Age Seems to be Stabilizing

No. of actions closed exceed those currently open

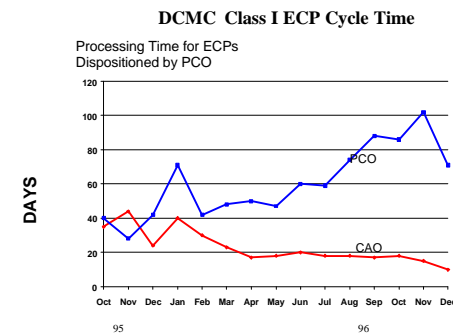
Aristides Maldonado (AQOF), (703) 767-3355

Michael Ferraro (AQOF), (703) 767-3352





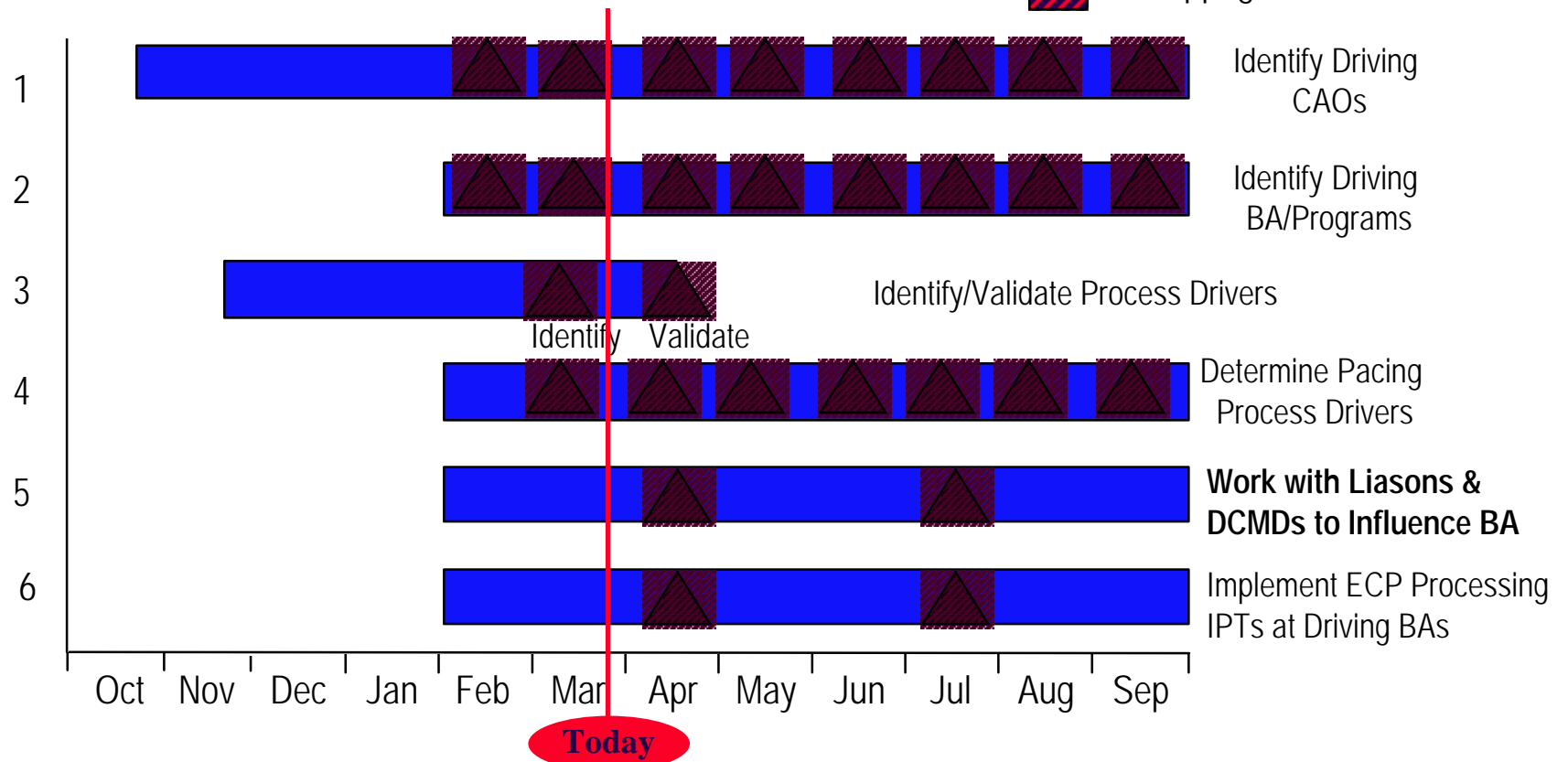
97-1.2.1.1

### Right Time



## Right Time (ECP Cycle Time)

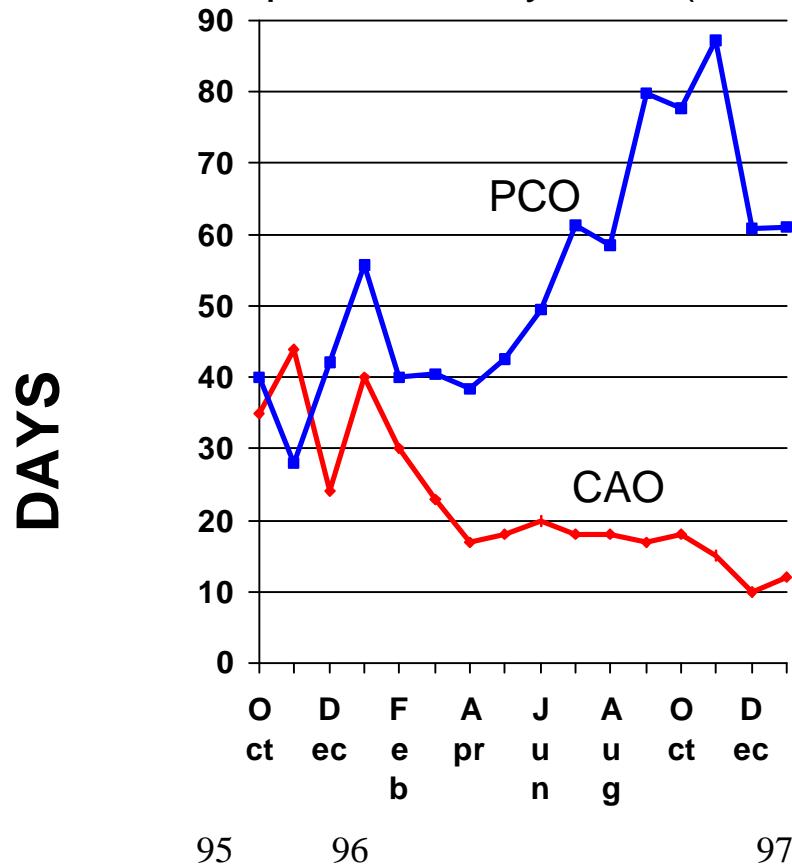
- C = Complete
-  = Interim Event
-  = Slippage



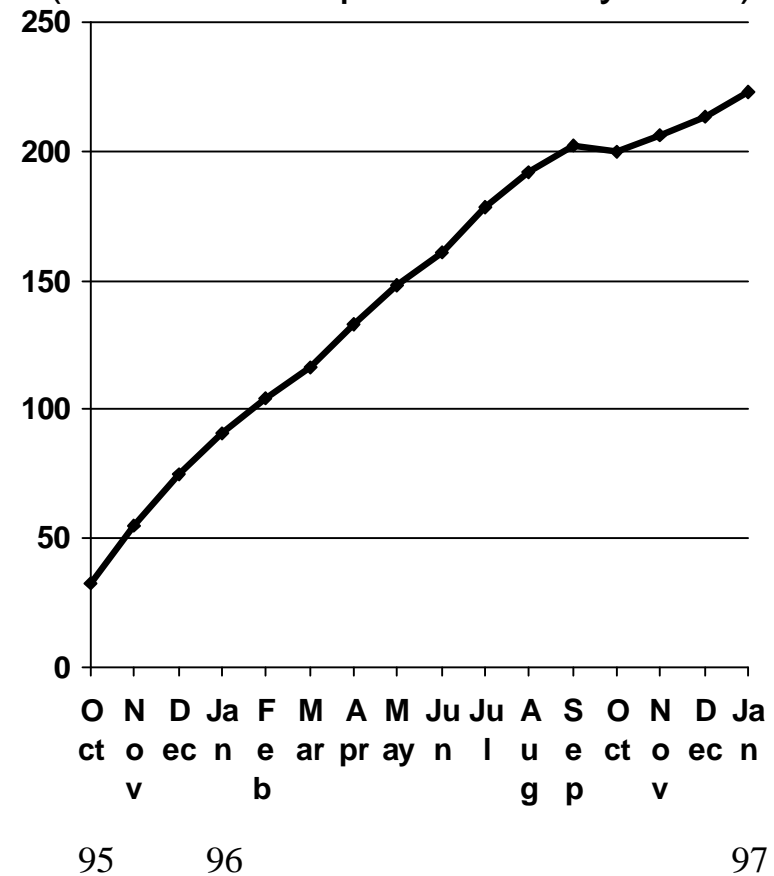
# Right Time

## DCMC Class I ECP Cycle Time

Processing Time for ECPs  
Dispositioned by PCO (1952)



Age of Class I ECP Backlog  
(1243 Not Dispositioned by PCO)







# Right Time

## Class I ECP Cycle Time

---

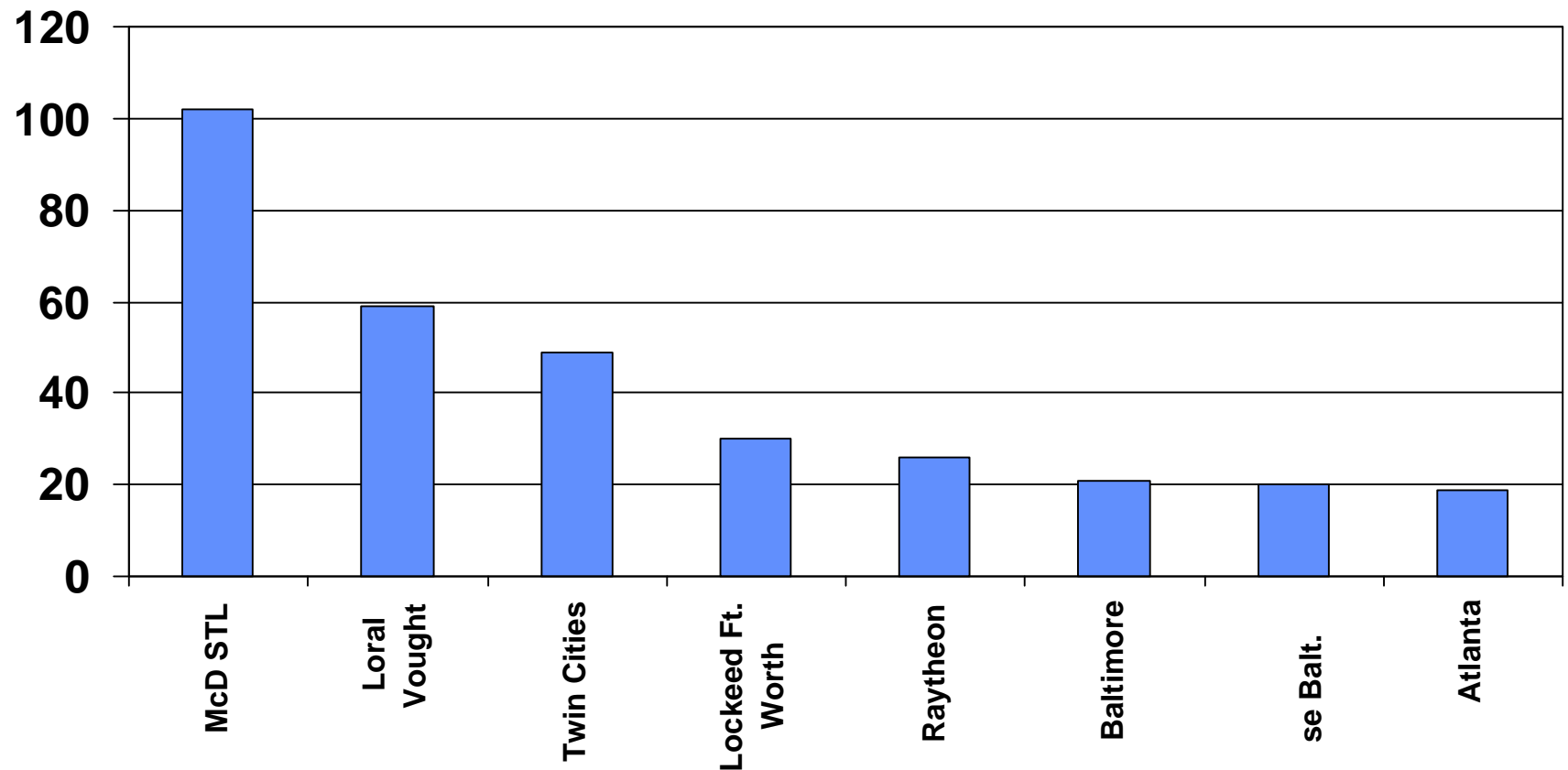
Status: Yellow

---

- Trend: 12 Month Trend is Up
  - Maturing of the data.
  - **Cycle time for Jan 97 is 61 days.**
  - Back log Age Trend is Up.
    - Makes Cycle Time Artificially low.
    - Backlog brings cycle time to 124 days.
    - Backlog includes dispositioned ECPs not yet closed in database.
    - 63% of all ECPs in DB have been closed.
- No goal for FY 97.

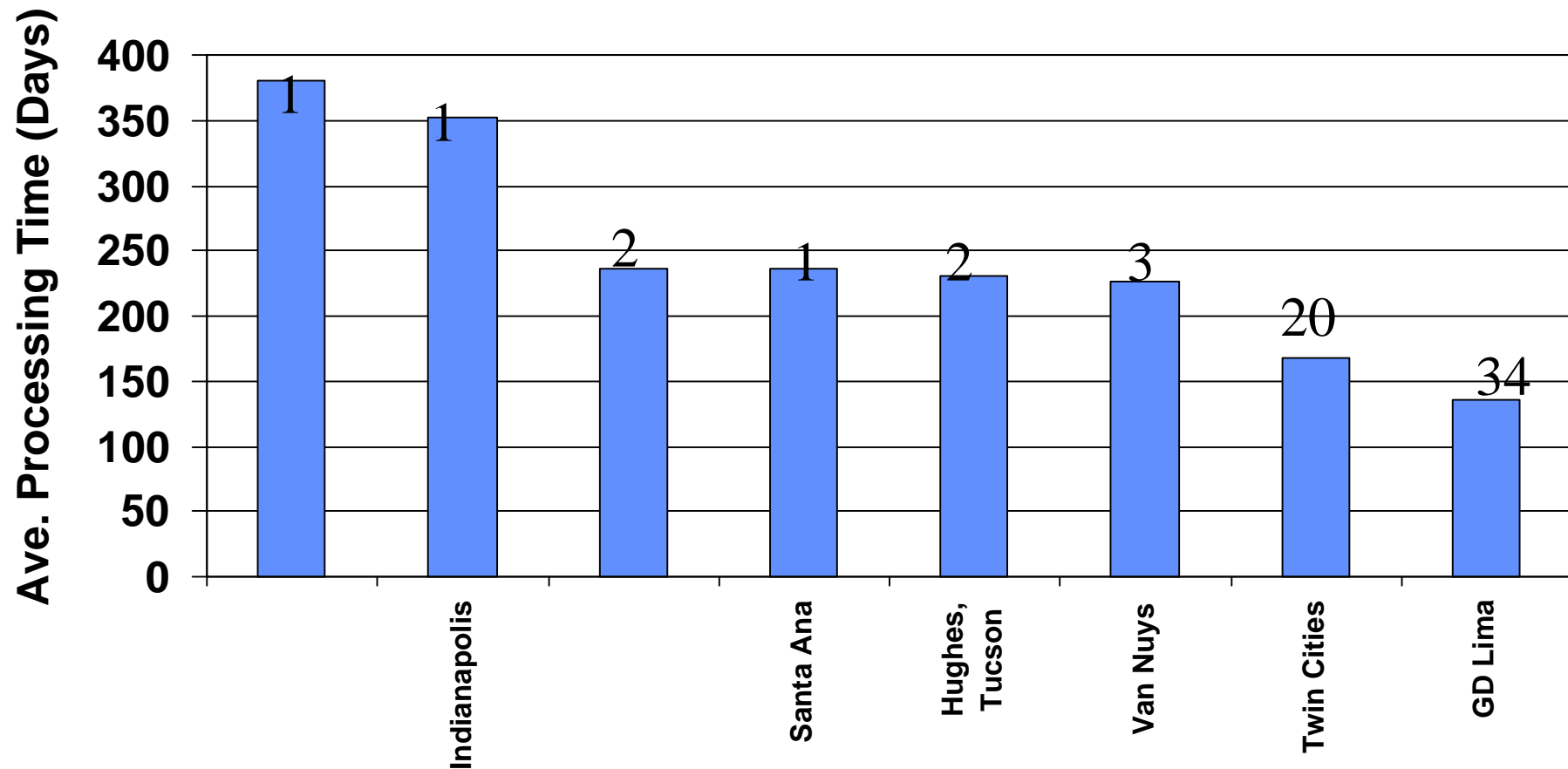
# Right Time

(Jan 97)



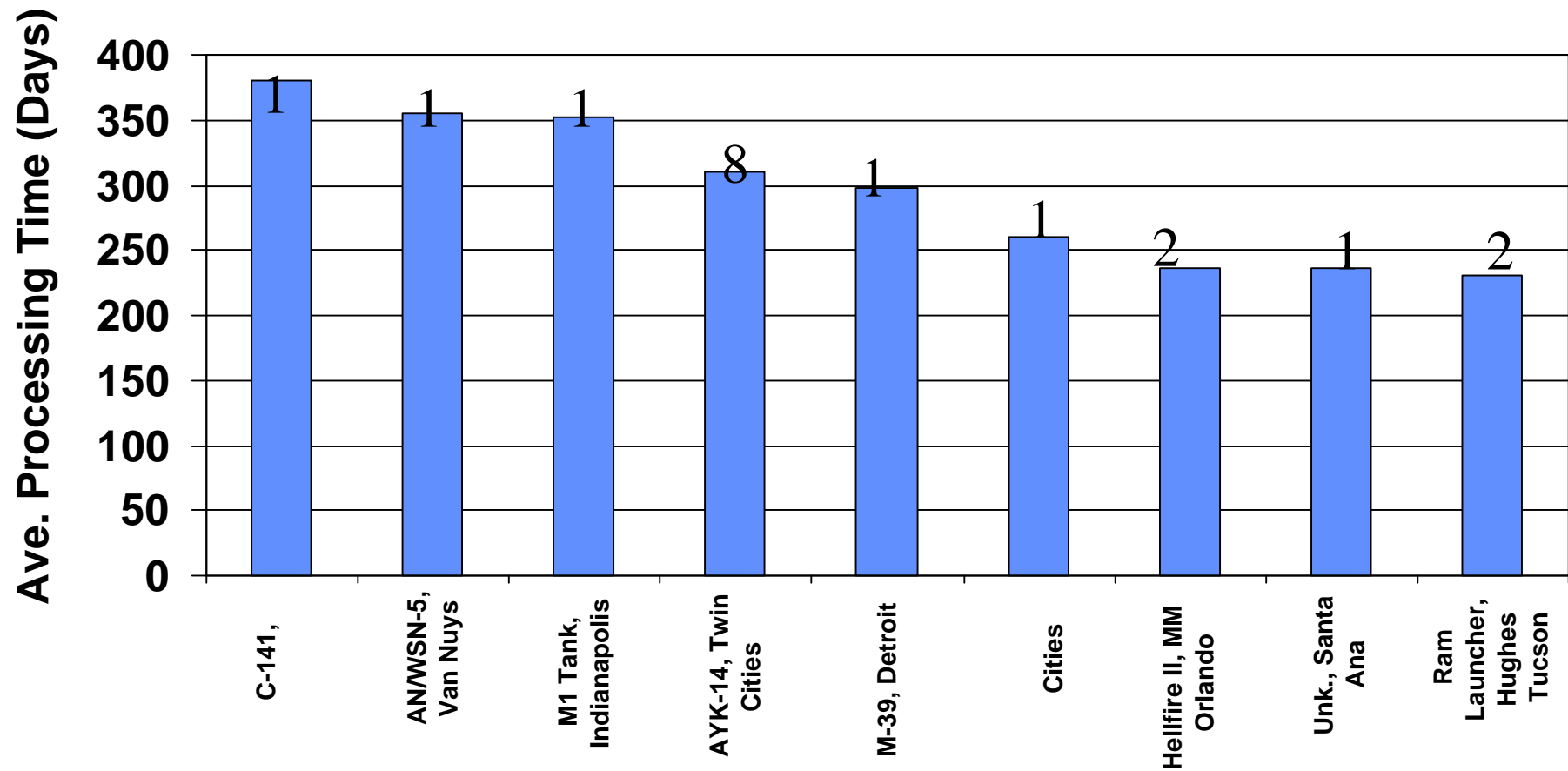
# Right Time

## ECP Cycle Time by CAO



# Right Time

## ECP Cycle Time by program



10 % Increase over 96 baseline  
Savings/avoidances approximately

Mar 11 update: (1) Revised cost  
savings/cost avoidance definitions

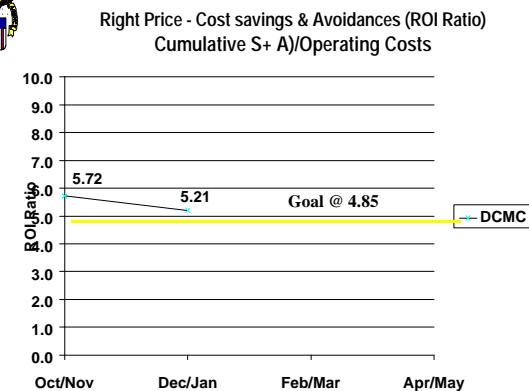
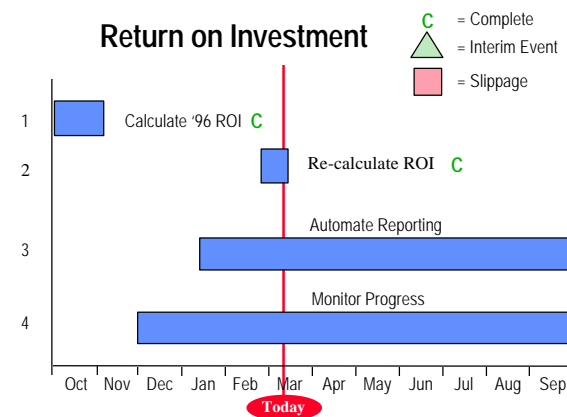
ratio goal to 4.85 from 6.44 by  
including all District/ DCMC HQs

now 4.41; ROI \$4.7B]. (3)  
Automate reporting of data

every 2 months.

Nelson Cahill, AQOD, (703) 767-3434

AQOG, (703) 767-3371





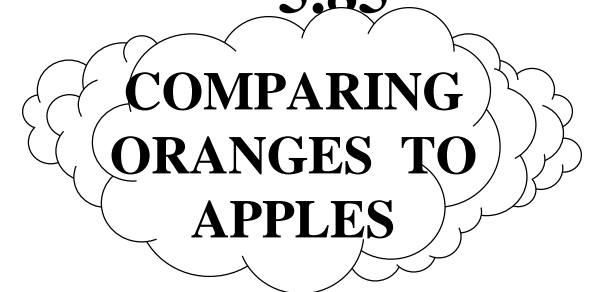
# **Right Price**

## **Return On Investment of 10 Percent over Old FY 96 Baseline**

**PREVIOUS FY 97 RATIO GOAL 6.44**  
**FY 1996**

<b>ROI</b>	<b>\$ 4,741,920,179</b>
<b>TOTAL OPERATING COSTS</b>	<b>810,646,512</b>
<b>ROI RATIO</b>	<b>5.85</b>

**OCT 1996 - JAN 1997**



<b>ROI</b>	<b>\$ 1,822,279,931</b>
<b>TOTAL OPERATING COSTS</b>	<b>317,284,609</b>
<b>ROI RATIO</b>	<b>5.74</b>



# **Right Price**

## **Return On Investment of 10 Percent over New FY 96 Baseline**

**NEW FY 97 ROI RATIO GOAL 4.85**  
**FY 1996**

<b>ROI</b>	<b>\$ 4,741,920,179</b>
<b>TOTAL OPERATING COSTS</b>	<b>1,074,701,000</b>
<b>ROI RATIO</b>	<b>4.41</b>

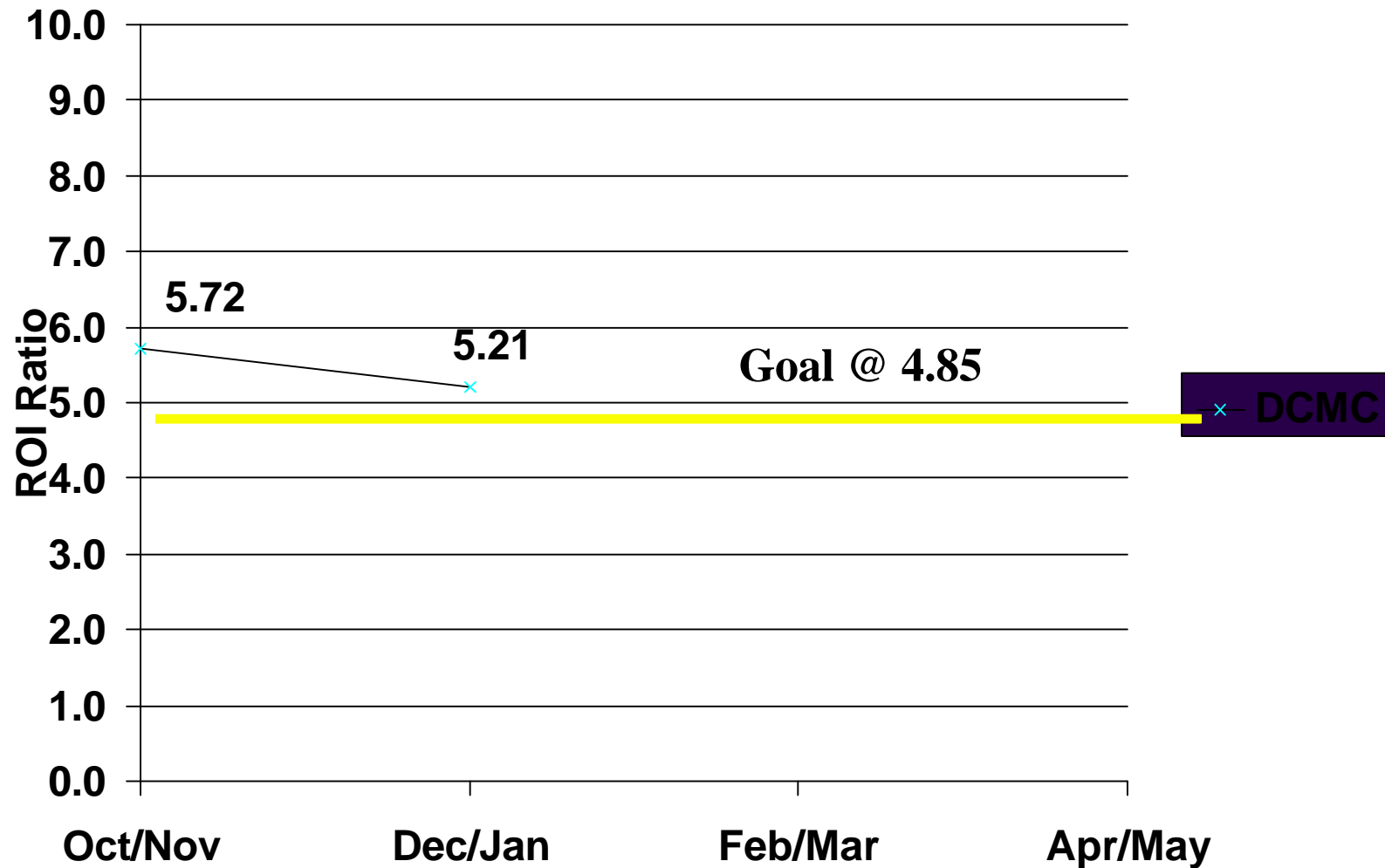
**OCT 1996 - JAN 1997**

<b>ROI</b>	<b>\$ 1,822,279,931</b>
<b>TOTAL OPERATING COSTS</b>	<b>349,702,695</b>
<b>ROI RATIO</b>	<b>5.21</b>

**COMPARING  
APPLES TO  
APPLES**



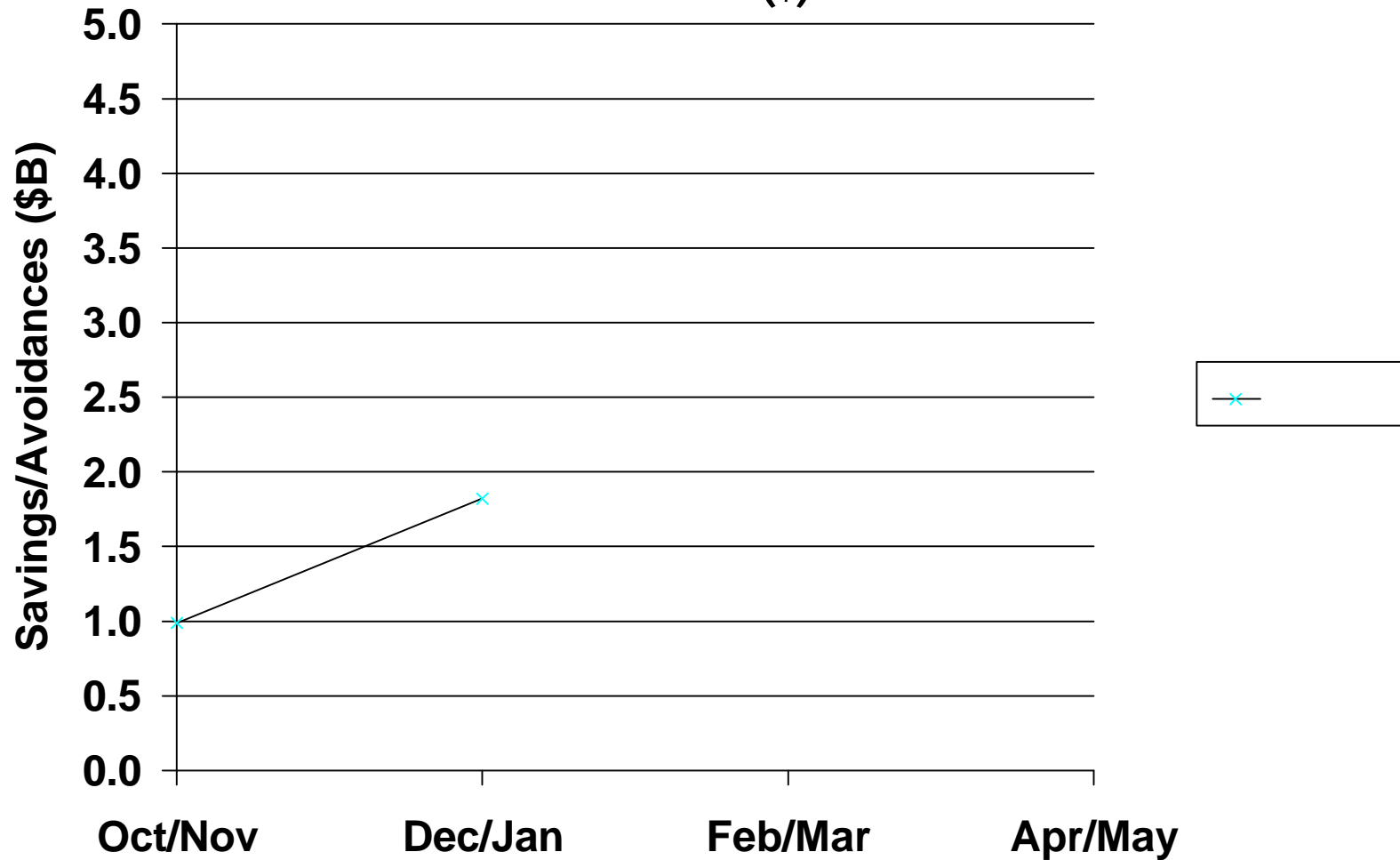
## Right Price - Cost savings & Avoidances (ROI Ratio) Cumulative S+ A)/Operating Costs







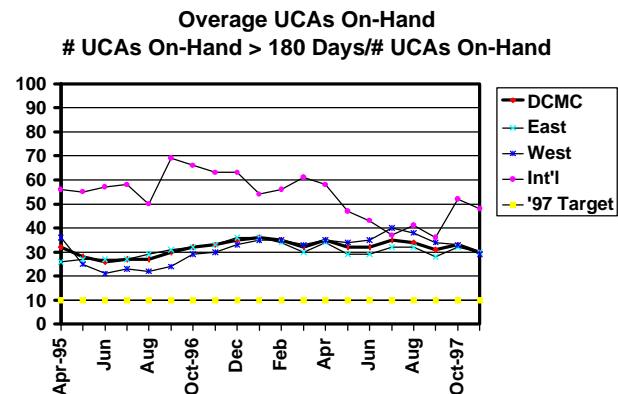
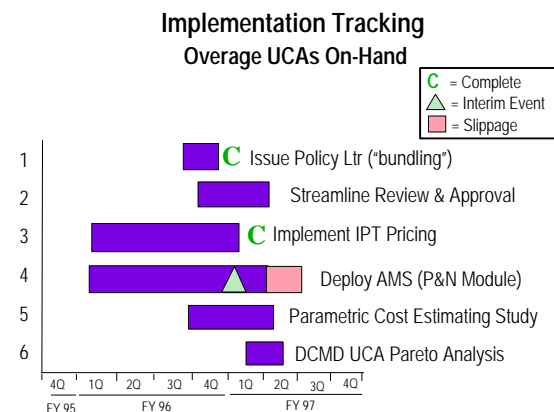
## Right price - Cumulative Cost Savings & Avoidances (\$)



## 1.2.3-Right Price: Overage UCAs On-Hand

10% or less of UCAs On-Hand  
Overage

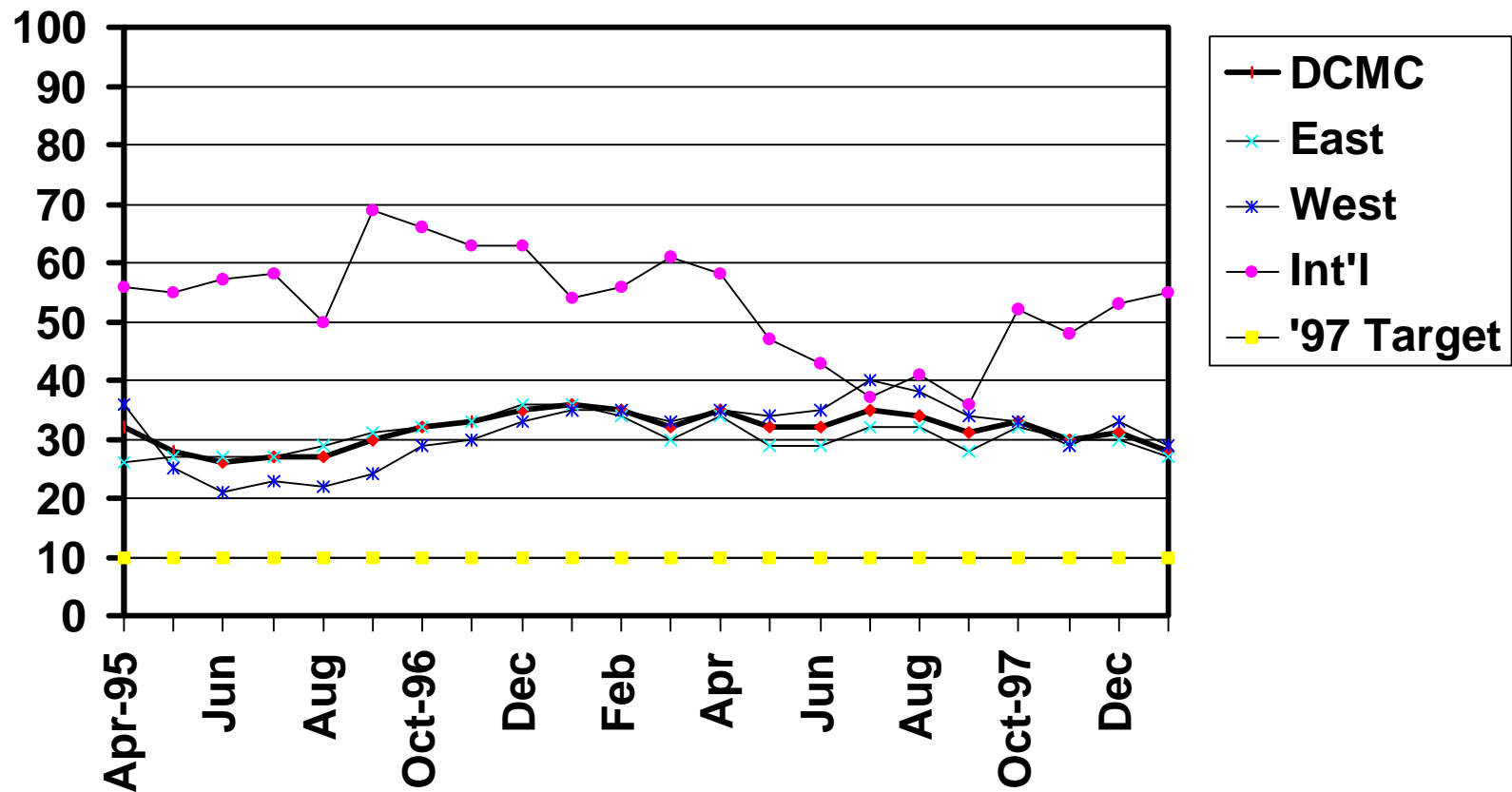
FEB UPDATE...DCMC Review &  
Approval policy issued Policy Ltr  
97-14, Jan 29. DORO briefed  
results of Parametric Cost  
Estimating Study on Jan 27--  
working out test plan now...AMS  
deployment delayed until  
April...DCMDs have completed 9  
of the 11 Overage UCA Driver  
Pareto Analyses.Dave Ricci, AQOD,  
703.767.3376





# Right Price

Overage UCAs On-Hand  
# UCAs On-Hand > 180 Days/# UCAs On-Hand





# Right Price

## Overage UCAs On-Hand

---

Status: Red

---

- For Jan, percentage of overage UCAs on-hand dropped 3% to 28% (17 month low).
- Number of overage UCAs on-hand cut to lowest level (1,446) in 22 months. Almost a 25% reduction so far this year!
- Backlog & overage backlog numbers for January consistent with our expectations.



# Right Price

## Overage UCAs On-Hand

January results contrasted with our predictions

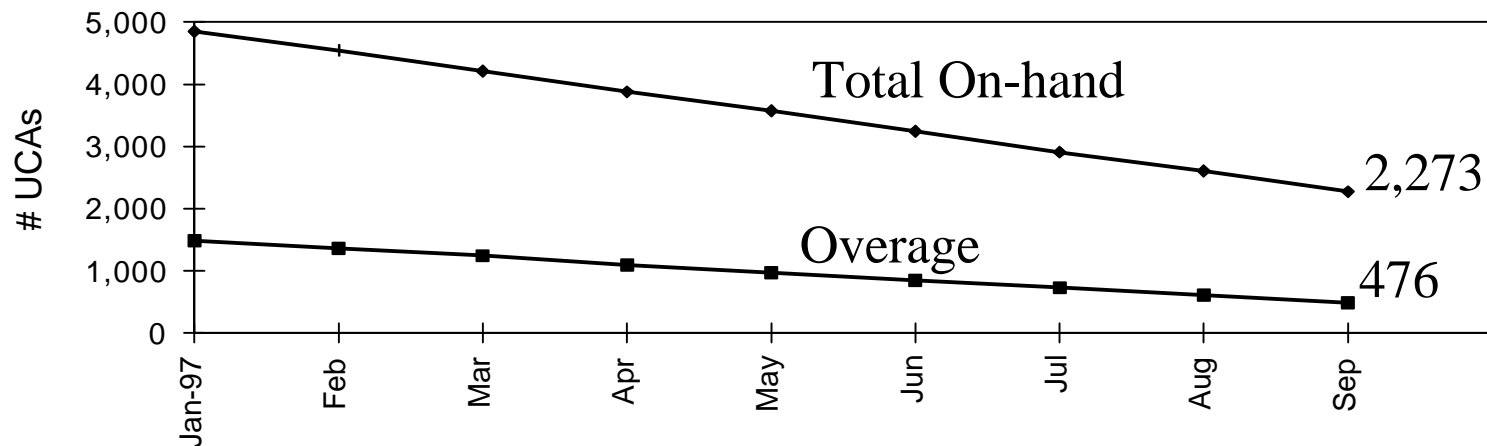
	<u>Predicted</u>	<u>Actual</u>	<u>% Delta</u>
Total UCAs On-hand	4,859	5,107	5%
Overage UCAs	1,483	1,446	(2%)
Overage Rate	30.5%	28.3%	(7%)

Will be keeping an eye on this

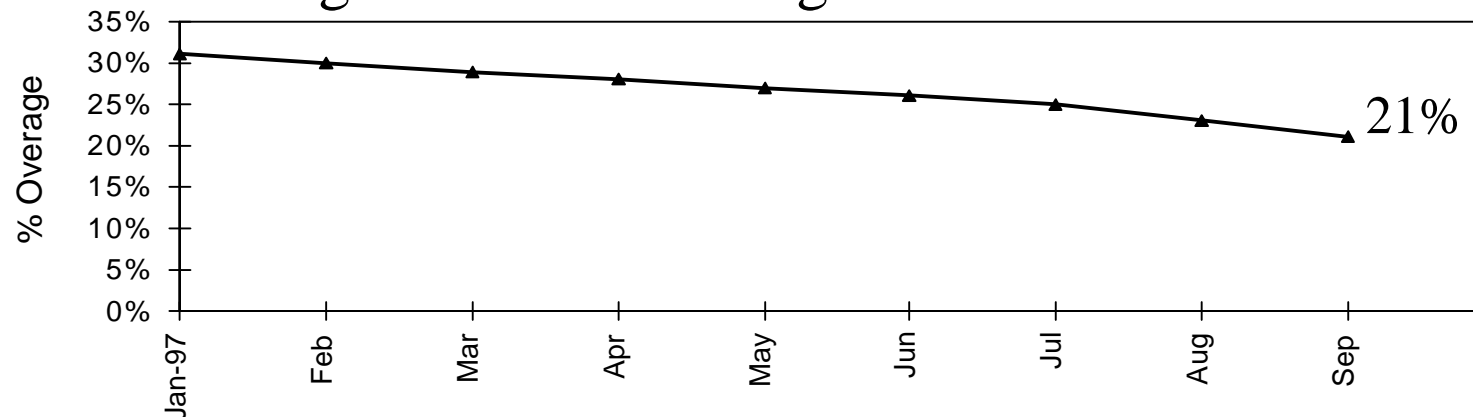


# UCA Projections Through FY 97

## The Numbers of UCAs



## The Percentage of UCAs Overage

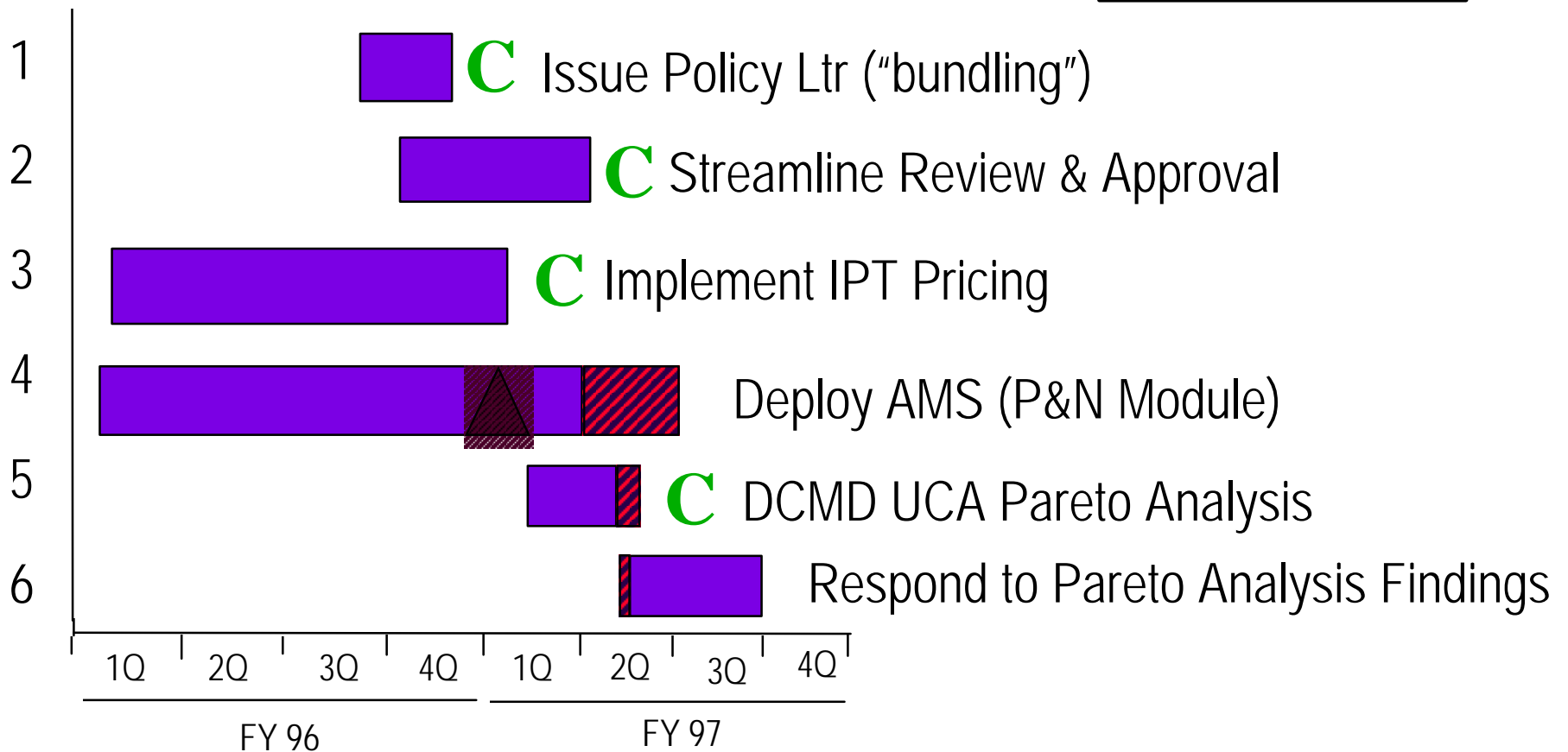


Trend Analysis based on 3 Month Double Moving Average using Last 12 Months of data.



# Action Plan for UCAs

**C** = Complete  
▨ = Interim Event  
▨ = Slippage





# Right Price

## Reasons For Overage UCAs

DCMDs doing Pareto Analyses at C... below;

Field Office	Overage UCAs	Overage \$
Grumman Bethpage	246	41M
✓ MD St. Louis	168	31M
✓ Van Nuys	1	19M
✓ Northrop Grumman Hawthorne		265M
✓ Hughes LA		15M
✓ Boston		6M
✓ Boeing Seattle	4	58M
✓ Boeing Helicopters	70	40M
✓ Orlando	46	18M
✓ Lockheed Sanders	32	35M
✓ MD Long Beach	35	109M
Total	1068	\$805M

About 60%  
of Overage  
UCA \$

Over 56%  
of Overage  
UCAs





# Right Price: Overage UCAs On-Hand

## Results of DCMD Pareto Analyses

Study included 10 CAOs (260 Overage UCAs) with about,

- 43% of DCMC's Overage UCAs, and
- 44% of the Dollars on DCMC's Overage UCAs

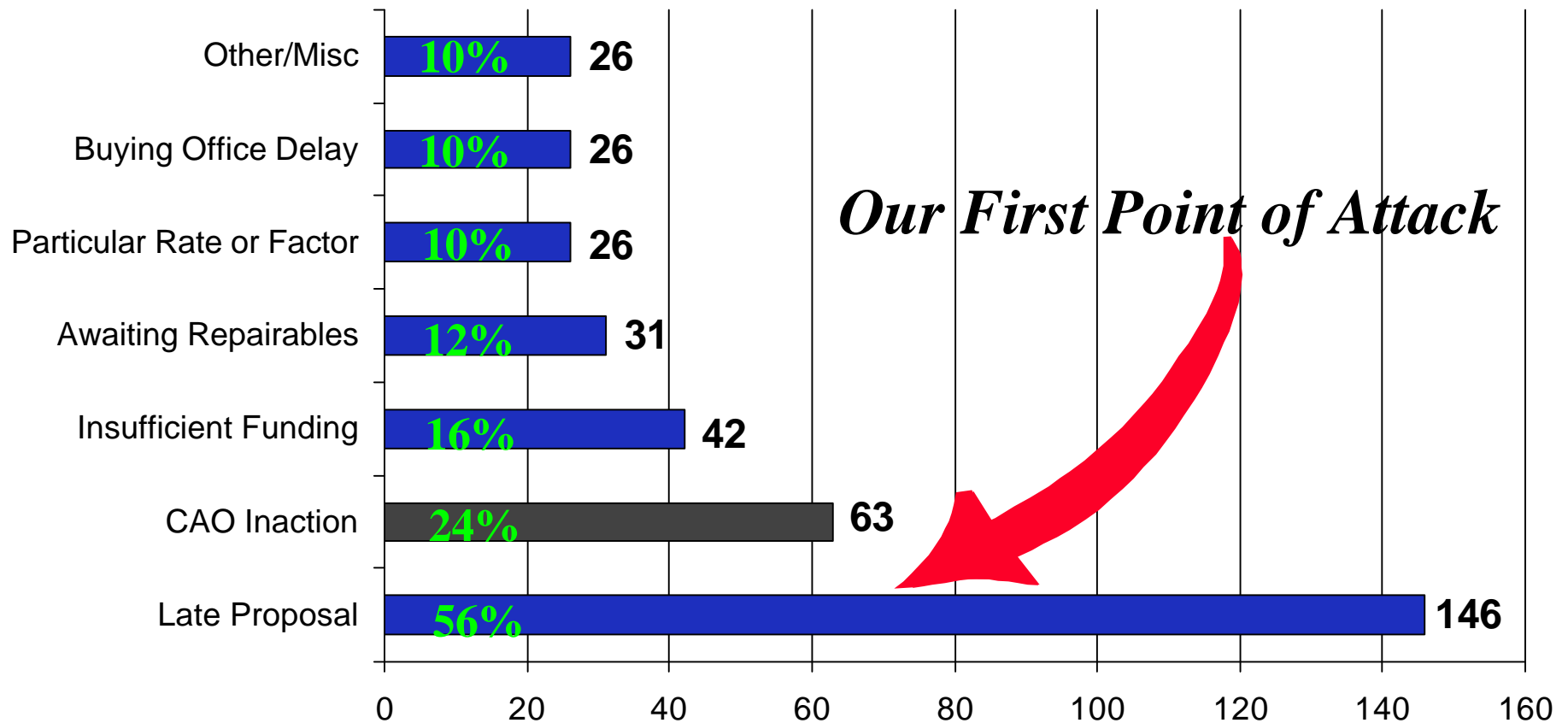
Now know for sure the most common causes of Overage UCAs...



# Right Price: Overage UCAs On-Hand

## Results of DCMD Pareto Analyses

### Number and Percentage of UCAs Impacted by Drivers





# Right Price

## Overage UCAs On-Hand

<i>Process Drivers</i>	<i>Relative Impact on Metric</i>	<i>Degree of Influence/Control</i>
<b>Late (or Inadequate) Proposals</b>	10	10
<b>Insufficient Funds</b>	3 (7)	6
<b>Awaiting GFP/Repairables</b>	2 (7)	6
<b>A Particular Rate or Factor</b>	2 (New)	8
<b>No Forward Pricing Rates</b>	- (5)	10
<b>Processing of design changes</b>	- (2)	6
<b>Insufficient Staffing</b>	- (2)	10
<b>Review results dictate some changes</b>		



# Right Price: Overage UCAs On-Hand

## A Closer Look at the Drivers

**Insufficient Funding** - Mostly at one CAO: Northrop Grumman Hawthorne. Has 55% of the UCAs impacted by this driver (23/25 UCAs reviewed). All are PIOs for Tinker AFB. A non-issue at the other offices in the sample.

**Awaiting Repairables** - Mostly at one CAO: Orlando. Has 55% of the UCAs impacted by this driver (17/20 UCAs reviewed). All are NAVICP orders. A non-issue at the other offices in the sample.

**A Particular Rate or Factor** - Boeing Seattle has 75% of the UCAs impacted by this driver.



# Right Price: Overage UCAs On-Hand

## What Aren't Major Drivers

**Inadequate Proposals** - “Adequacy” not a big issue; only 6% of the UCAs reviewed.

**No Forward Pricing Rates** - Not a factor in any of the 260 UCAs reviewed.

**Processing of Design Changes** - Mostly at one office: MD Long Beach. Has 55% of the UCAs affected impacted by this driver.

**Insufficient Staffing** - Hughes LA has 71% of the UCAs impacted by this driver.



# Right Price: Overage UCAs On-Hand Late Proposals; Our First Target

CAOs need to:

- monitor the schedules for submission of definitization proposals and keep on the contractor,\*
- work with contractors to identify root causes of late proposals and fix them,
- work the proposals when they come in,\* and
- if all else fails, make the first offer or unilaterally definitize them.

\* Study found that “CAO Inaction” was a contributing factor in 24% of the cases.

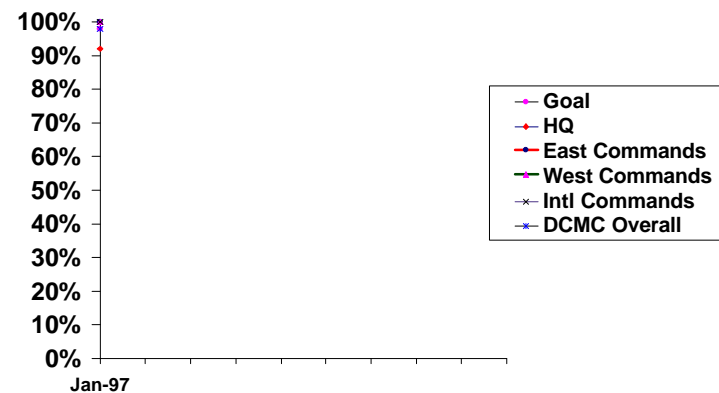
## 4.1.3-Service Standards

To capture 98% or better of the service opportunities possible

10 Mar 97: Jan 97 is the first month that the service standard information was captured for ITS reporting

MMR Reporting criteria follow

Green: 98% and up, Yellow: 97%-90%, Red: less than 90%



Lt Col Brian Brodfuehrer, AQOA, 767-2392



# Right Reception Service Standards

---

## Status: Yellow

---

- Issue
  - HQ calls (to HQ, District staffs) resulted in 94% of opportunities met vice goal of 98% or better.
  - Captured 45 out of 48 service opportunities
- Action
  - 1 miss due to live option not available - it was actually available, message was not complete to let caller know - follow up complete
  - 2 misses would not be misses using updated policy letter - allows N/A when you do not desire to contact a live person
  - In all cases the calls were promptly returned and required information provided

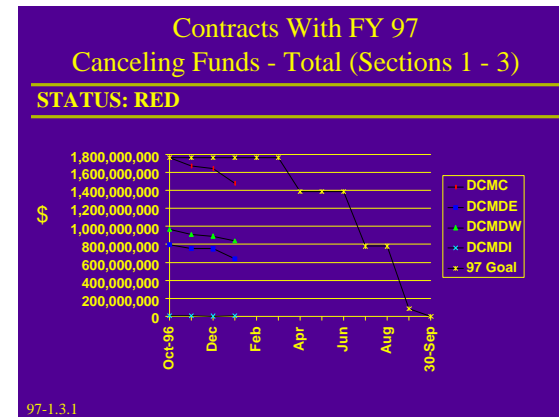
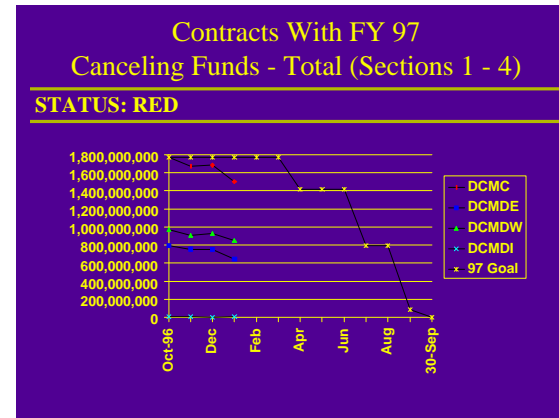


# 1.3.1-xRight Efficiency: Contract Closeout, Canceling Funds (cont.)

Maintain performance goals of zero funds canceling at the end of FY 97 for active, closed and overage contracts w/canceling funds and as close to zero funds canceling at the end of FY 97 for dormant and DFAS adjustment contracts w/ canceling funds.

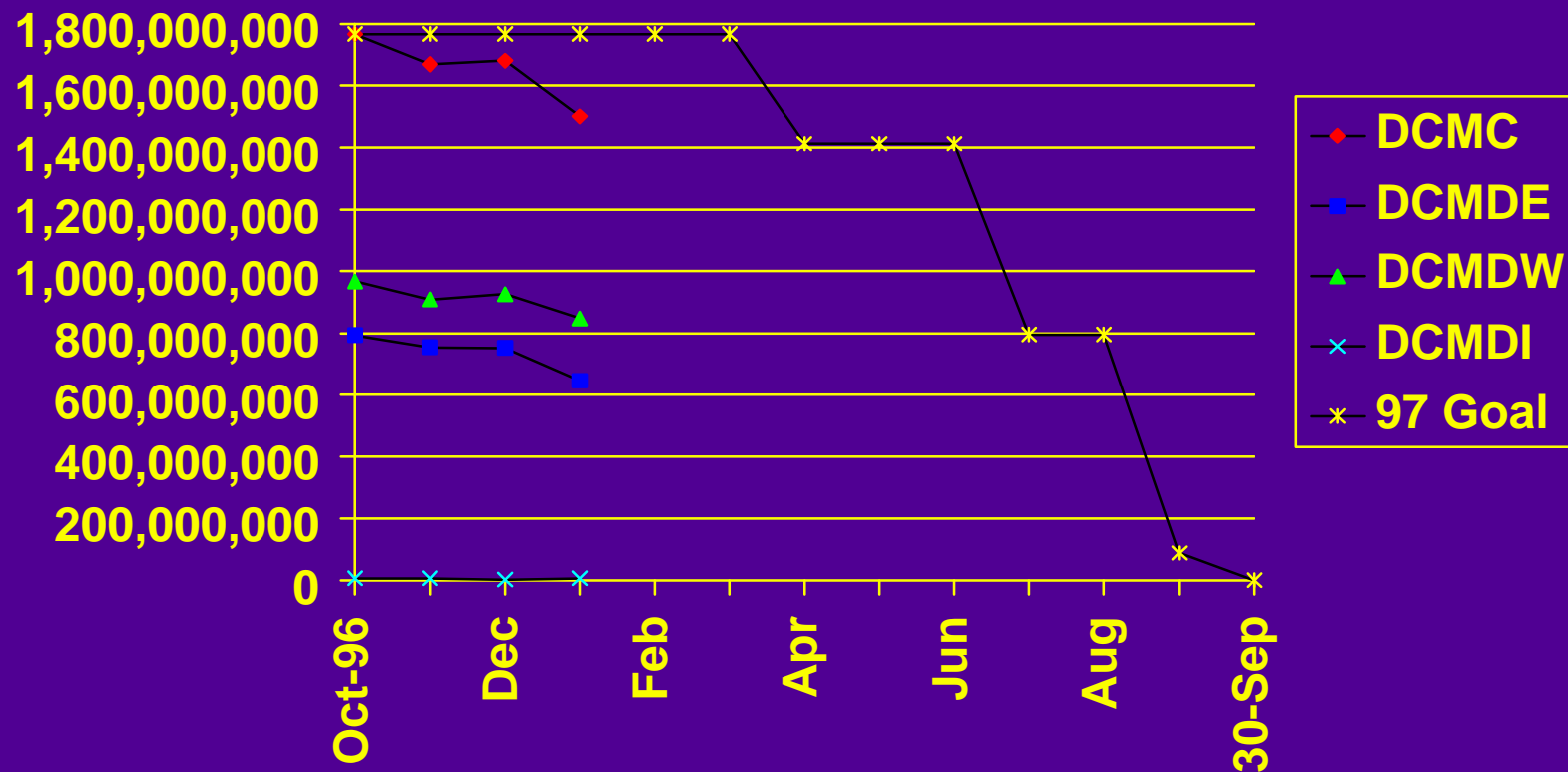
14 MAR Status: Overall rating is RED. Measures to track canceling funds have been established. Step goal deemed appropriate. Letters to DCMC CAOs and Liaisons, Customers and DFAS sent. Process drivers identified, but need further verification. Automation of data collection is a MUST.

Primary POC: STEPHANIE STROHBECK  
(AQOE) - 767-3445



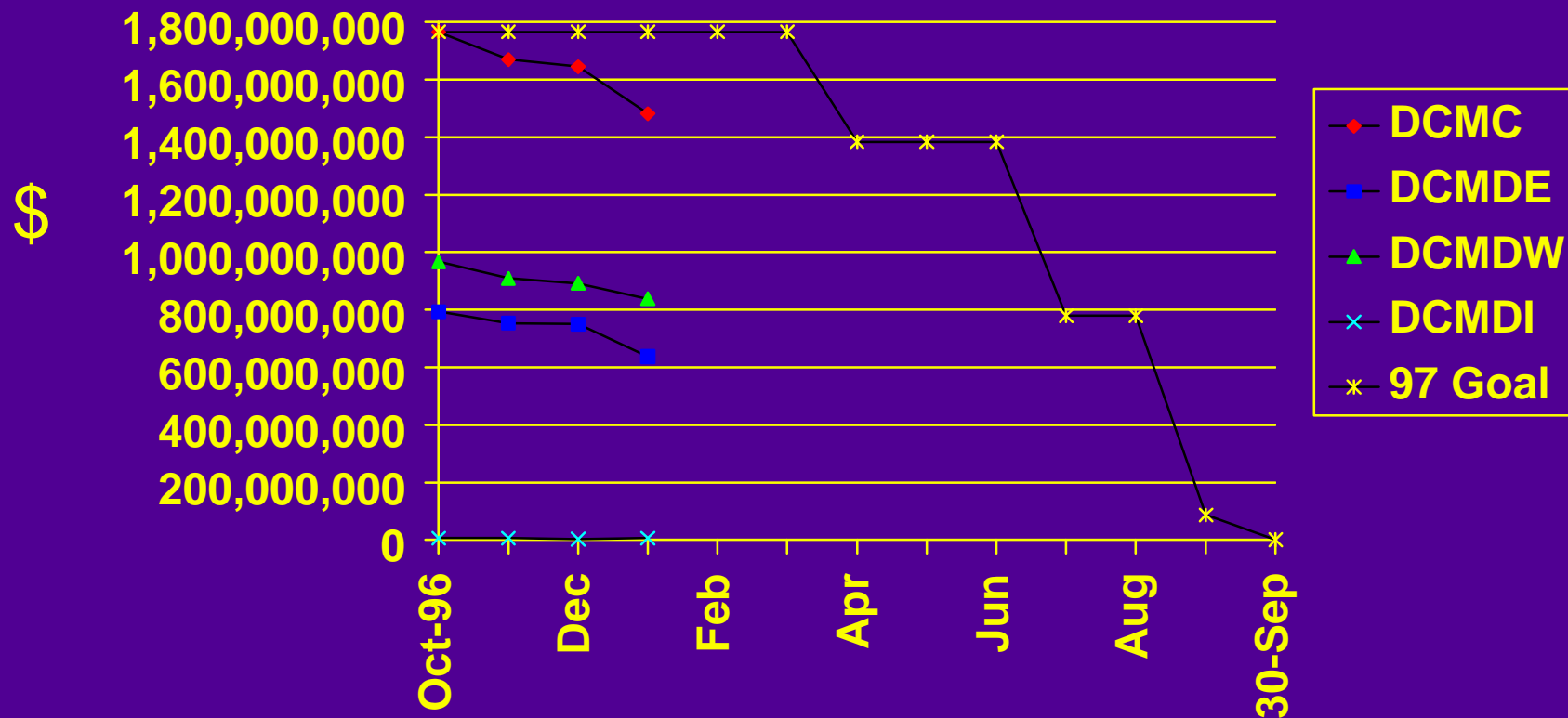
# Contracts With FY 97 Canceling Funds - Total (Sections 1 - 4)

**STATUS: RED**

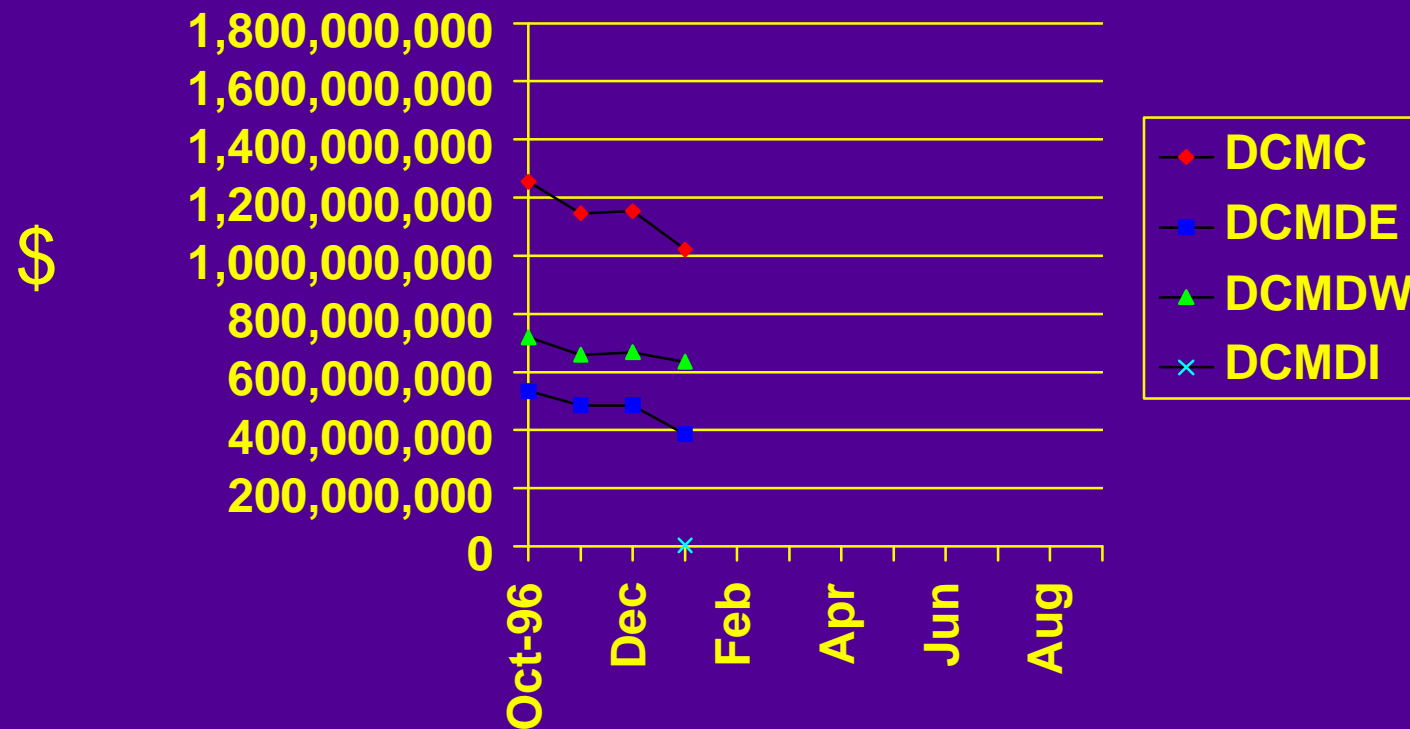


# Contracts With FY 97 Canceling Funds - Total (Sections 1 - 3)

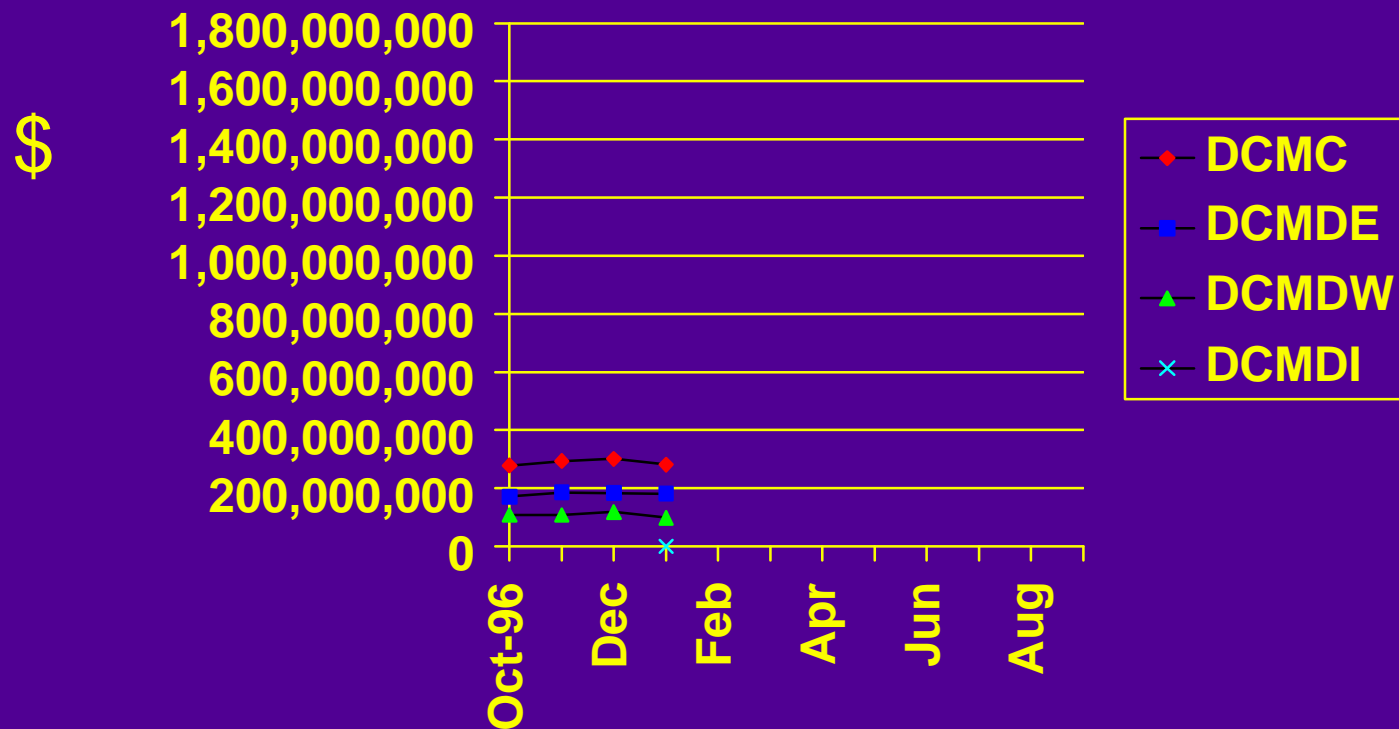
**STATUS: RED**



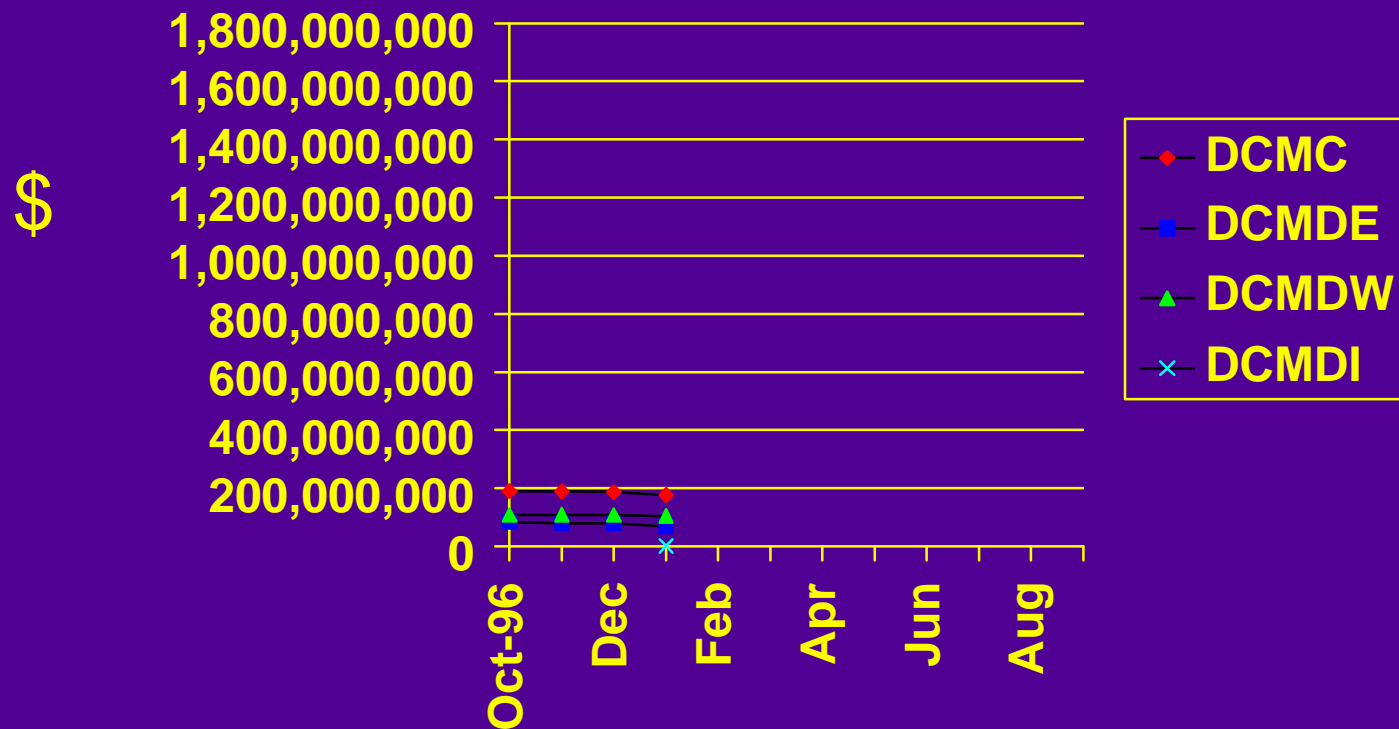
# Contracts With FY 97 Canceling Funds - Active Contracts (Section 1)



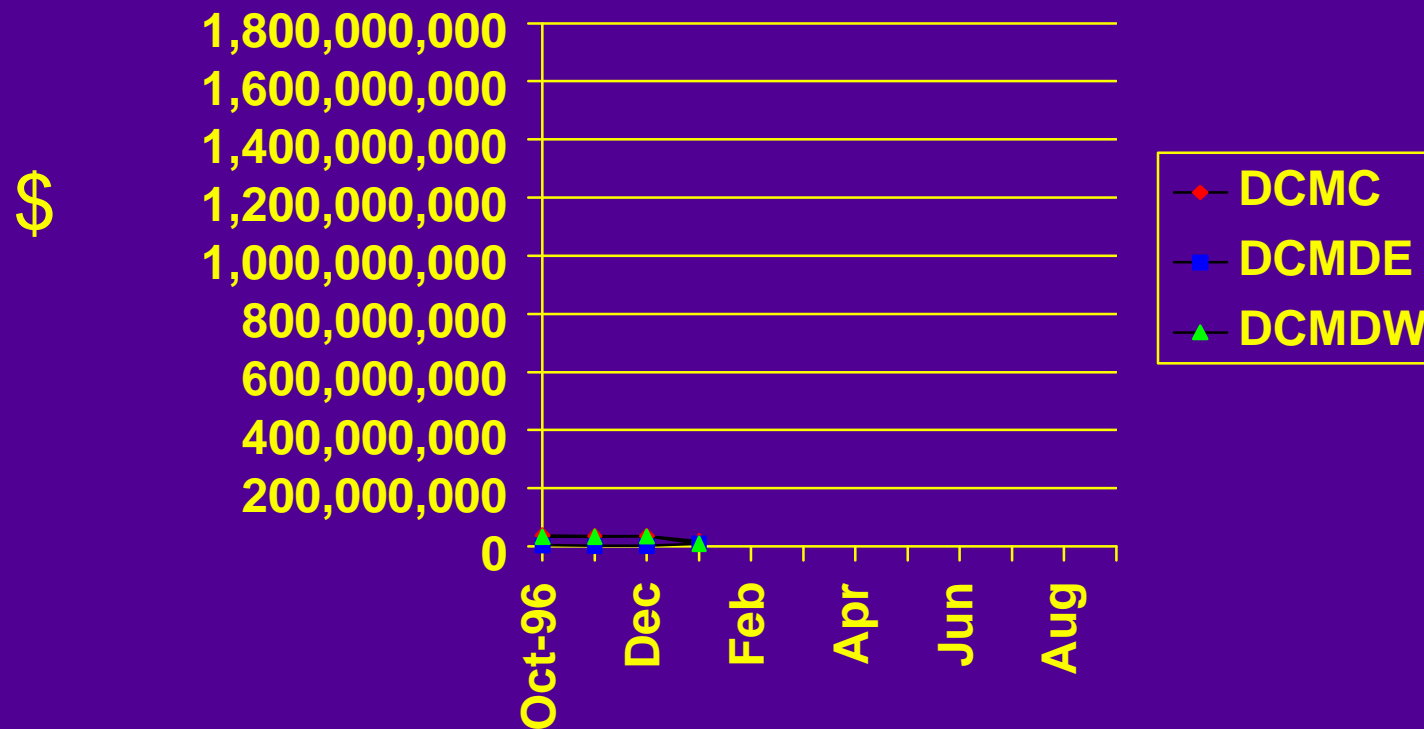
# Contracts With FY 97 Canceling Funds - Complete Contracts (Section 2)



# Contracts With FY 97 Canceling Funds - Dormant Contracts (Section 3)



# Contracts With FY 97 Canceling Funds - DFAS Adjustments (Section 4)



# 1.3.1.2-Terminations

## 1.3.1.2-Terminations

Close all dockets over 2 years old prior to end of FY97

Mar update: Red.

- Policy letter 97-21 issued Feb 7, 1997.
- Metrics Guidebook, and Business Plan are being revised.
- District burn down plans in hand

Kevin Koch, AQOE, 703-767-6398



### DCMC FY97 Termination Goals

Oldest Dockets /Highest return on investment.

- 15% of Dockets on Hand are over 4 years Old and represent 50% of On Hand Value (CPIT)
- \$13.1 Billion



### DCMC FY97 Termination Goals

Current Status: RED

- Policy letter 97-21 issued Feb 7, 1997.
  - Cycle Time 730 Days
  - New Metric "Cycle Time (Dockets less than 2yrs Old)
  - All Dockets over two years to be closed by FY97.
  - Priorities, Canceling Funds, Highest Value
- Metrics Guidebook, and Business Plan are being revised.
- Deployment of TAMS 3.X should capture needed funds release and deobligation information for future metric development.





# DCMC FY97 Termination Goals

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Oldest Dockets /Highest return on investment.

---

- 15% of Dockets on Hand are over 4 years Old and represent 50% of On Hand Value (CPIT)
- \$13.1 Billion



# DCMC FY97 Termination Goals

---

Current Status: RED

---

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# Right Efficiency Termination Actions

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## T/C OVERAGE PROCESS DRIVERS

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- Districts have validated reasons for overage dockets.
- Reasons are categorized into 15 categories.



# Right Efficiency

## Termination Actions - Overage Dockets

<i>Process Drivers</i>	<i>Relative Impact on Top Level</i>	<i>Relative Degree of Influence/Control</i>
<i>Metric</i>		
<b>Protracted Negotiations</b>	<b>8</b>	<b>8</b>
<b>Settlement in Litigation</b>	<b>5</b>	<b>3</b>
<b>Plant Clearance</b>	<b>5</b>	<b>8</b>
<b>Late Receipt of T/C Notice</b>	<b>4</b>	<b>8</b>
<b>Late Receipt of T/C Proposals</b>	<b>4</b>	<b>9</b>
<b>Subcontract Issues</b>	<b>3</b>	<b>1</b>
<b>Late Receipt of Audit</b>	<b>2</b>	<b>8</b>
<b>Awaiting Overhead Rates</b>	<b>2</b>	<b>7</b>
<b>Funding Issues</b>	<b>2</b>	<b>5</b>
<b>Late Receipt of Revised Proposal</b>	<b>2</b>	<b>7</b>



# Right Efficiency Termination Actions

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## Greatest Opportunity For Return

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- Protracted Negotiations
- Plant Clearance
- Late Receipt of Proposal
- Late Receipt of T/C Notice
- Late Receipt of Audit



# Performance Improvement

<b>1997 Business Plan - Performance Goals</b>	<b>DCMC</b>	<b>East</b>	<b>West</b>	<b>Int'l</b>
• (1.1.1) Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS)	Green	Yellow	Green	Green
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications	Green	Yellow	Green	Green
• (1.2.2) Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule	NR	NR	NR	NR
• (1.2.3) Increase overall DCMC ROI by 10% over the FY 96 baseline	Yellow	Green	Green	Green
• (1.3.1) Continually improve all facets of the contract close-out process such that not more than 20 percent of physically completed contracts are overage for closeout	Green	Red	Green	Green
• (2.1.1) Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites	Green	Green	NR	NA
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)	Yellow	Yellow	NR	NA
• (2.1.3) Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century	Green	NA	NA	NA
• (2.1.4) Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS)	Green	Green	NR	Green
• (2.1.5) Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS STANDARDIZATION)	Green	Green	NR	Green



# Performance Improvement (Con't)

<b>1997 Business Plan - Performance Goals</b>	<b>DCMC</b>	<b>East</b>	<b>West</b>	<b>Int'l</b>
• (2.1.6) Support info technology initiatives by deploying 90% of projects selected in the IRM plan on schedule (INFORMATION TECHNOLOGY INITIATIVES)	Spec Topic	Yellow	NR	NR
• (2.1.7) Develop/deploy small quantity of outcome-oriented performance measures which best portray performance of core processes (METRICS)	Green	Green	NR	Green
• (2.1.8) Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA)	Green	Green	NR	Green
• (2.2.1) Use the results of Risk Assessment to better structure and utilize the workforce	Green	Green	NR	Green
• (2.3.1) Improve mission and support processes by conducting Management Control Reviews (MCRs) and annual USAs; incorporate areas for improvement into planning process	Green	Green	Green	Green
• (2.3.2) Assess organizational performance through the accomplishment of 30 IOAs during FY 97	Green	Green	Green	Green
• (2.3.3) Benchmark the Distributed Computing Process	Red	Green	Green	NA
• (2.3.4) Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations	Green	Green	Green	NA
• (2.3.5) Refine assessment processes (REFINE ASSESSMENT PROCESSES)	Green	NA	NA	NA
• (3.1.1) Reduce facilities costs - bring footage <sup>2</sup> of office space into compliance w/ DLA standard - move offices from leased space into DoD space	Red	Green	Green	NR
• (3.1.2) Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide	Green	Green	Green	Green



# Performance Improvement (Con't)

<b>1997 Business Plan - Performance Goals</b>	<b>DCMC</b>	<b>East</b>	<b>West</b>	<b>Int'l</b>
• (3.1.3) Increase civilian supervisory ratio to 13:1	Green	Green	Green	Green
• (3.1.4) Implement Unit Cost Management (UNIT COST MANAGEMENT)	Green	NA	NA	NA
• (3.2.1) Develop and implement an integrated management system	Yellow	Green	Green	Green
• (3.3.1) Improve elements of the work environment that enhance employees' well being, satisfaction, and productivity	Green	Green	Green	Green
• (4.1.1) Maintain overall customer satisfaction level greater than 4.0 (1-6 scale) across ACAT PMs/PCOs and Commodity Managers/PCOs	Green	Green	Green	Green
• (4.1.2) Field activities continue to solicit customer satisfaction information via Trailer Cards	Green	Green	Green	Green
• (4.2.1) Reserved for future use (proposed new goal to be presented at MMR)	NR	NR	NR	NR
• (5.1.1) Establish, maintain, and improve a strategic workforce development system that addresses current and future skills needed to satisfy customer requirements (WORKFORCE SKILLS)	Green	Red	Green	Green
• (5.2.1) Improve labor management relations within DCMC	Yellow	Green	Green	Green

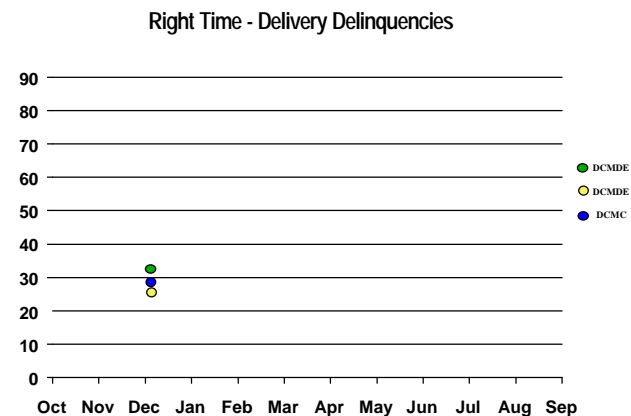
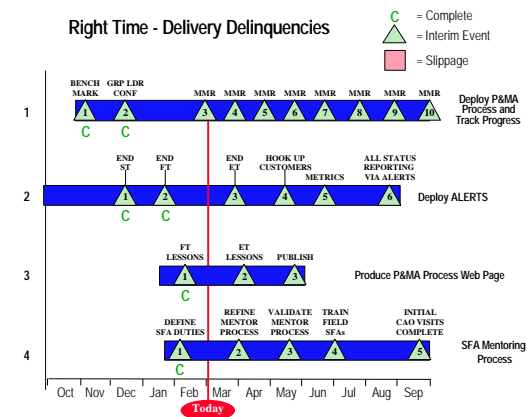


## 1.2.2-Right Time: Assure timely delivery of contract line items

Improve by 5 %, over the FY96 baseline,  
the number of contract line items  
delivered to the original schedule

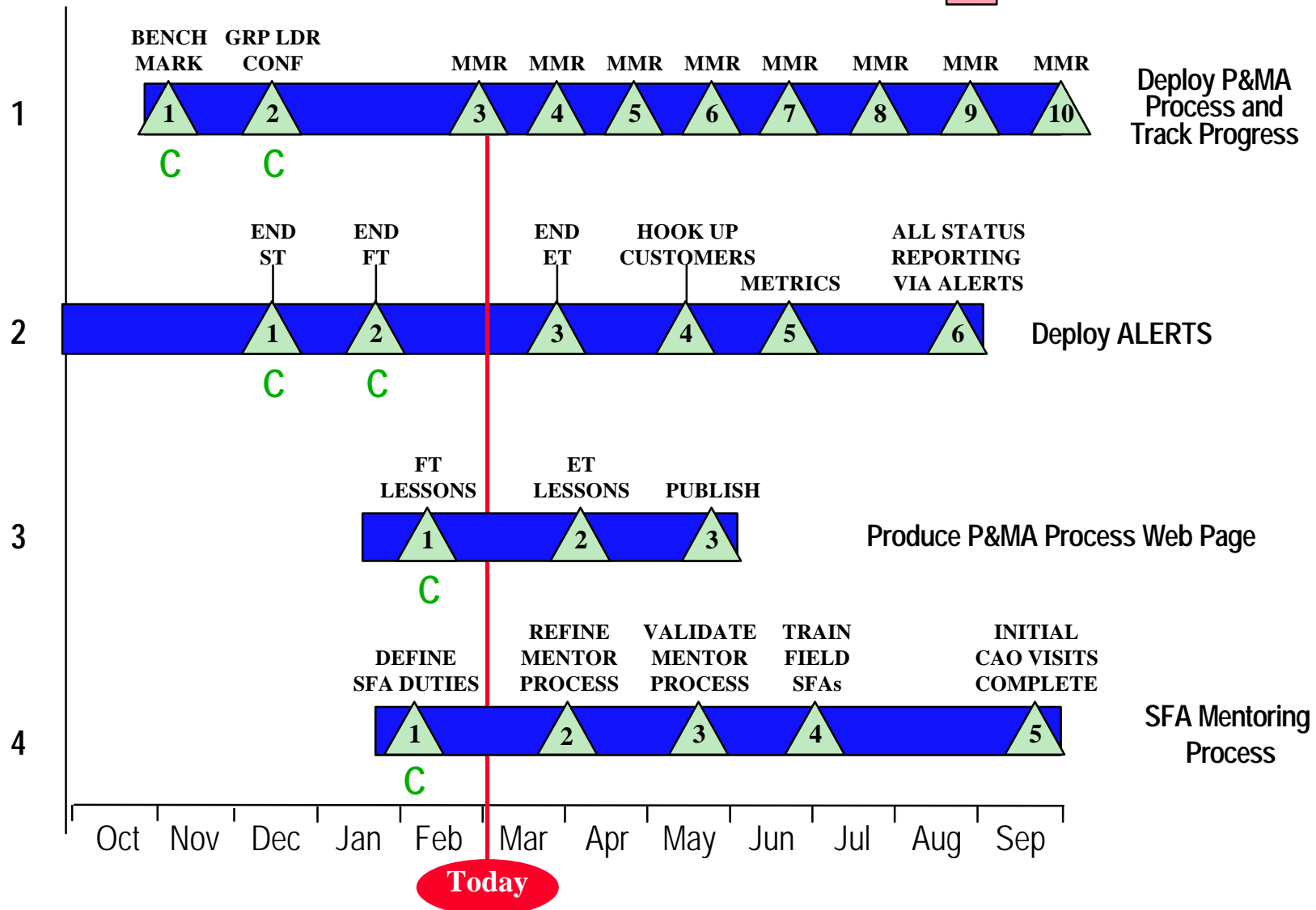
Feb 97 Update - ALERTS Functional Test  
was completed. The first Train-the-  
Trainer sessions are underway.  
Infrastructure site surveys have been  
completed and Environmental Test  
(ET) sites are ready to receive the  
ALERTS software on schedule. Color  
code of Yellow retained till completion  
of ET

Wayne E. Easter, AQOG, (703) 767-3360

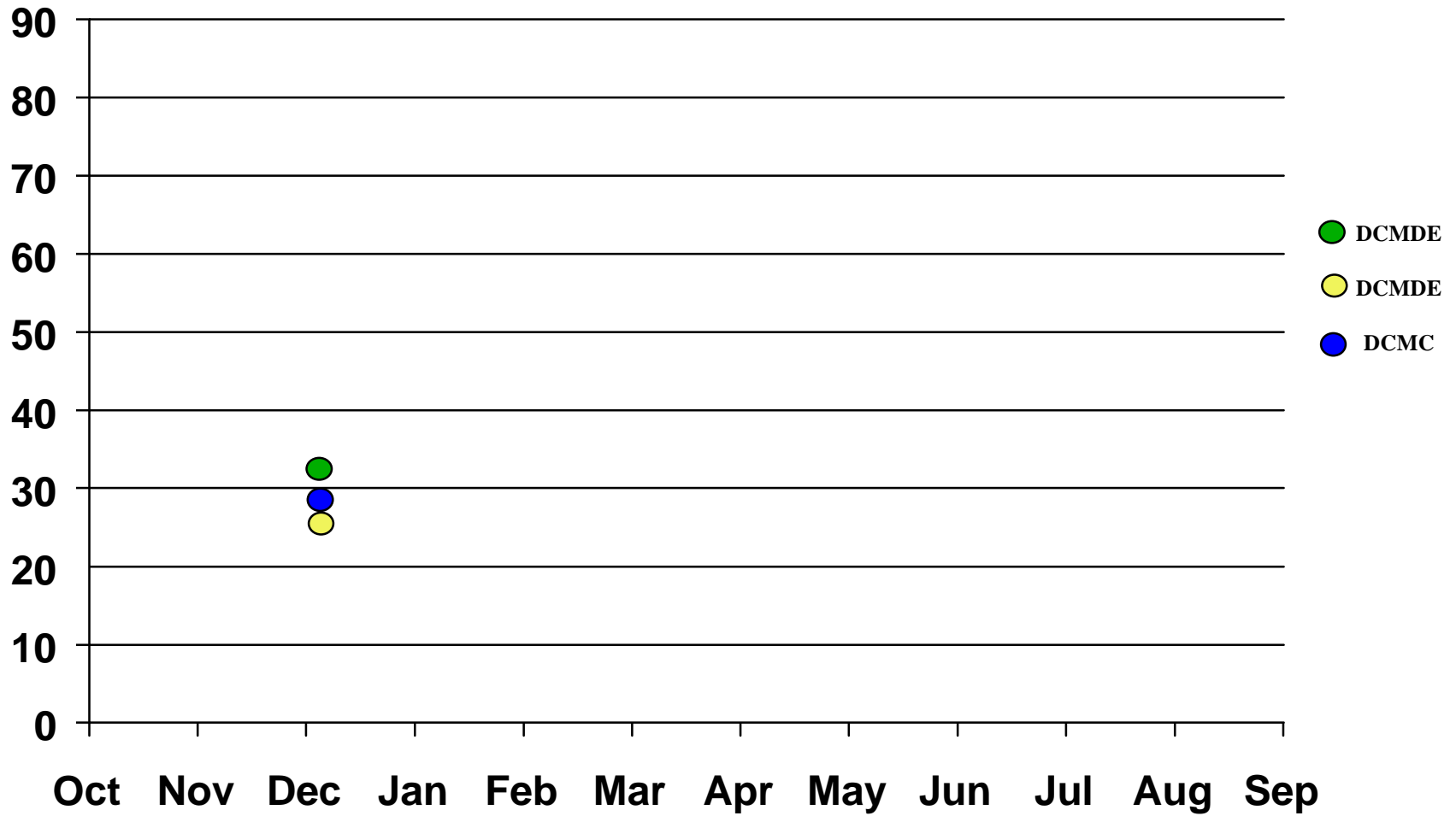


# Right Time - Delivery Delinquencies

- C = Complete
- △ = Interim Event
- = Slippage



## Right Time - Delivery Delinquencies



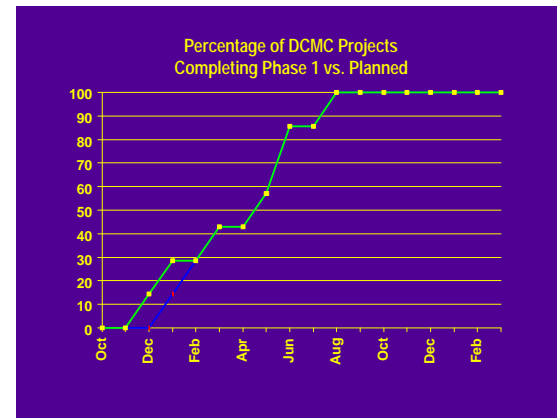
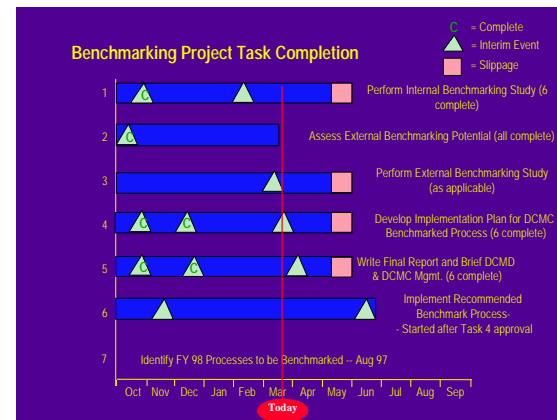
## 2.3.3- Benchmark the Distributed Computing Process

Complete the Distributed Computing benchmarking project. Benchmarking of DCMC processes should yield major improvements to those processes by identifying the best method (or benchmark) for performing the process in the Command, and when the determination has been made to do external benchmarking, a best method for performing the process country/worldwide.

Status: 14 Mar update. Overall rating is Red. The Distributed Computing Team began its project at the end of August. The final project completion date will slip from 1 April to 31 May 1997

Performance Goal - Primary: Stephanie Strohbeck, AQOE.  
Secondary: John Glover, AQBC.

Tasks - Benchmarking Project Team Lead.





# Performance Goal 2.3.3

Complete the Distributed Computing Benchmarking Project

---

Status: Red

---

- Distributed Computing project completion has been delayed due to Command priorities with ALERTS and Enterprise Management deployment.
- Estimated completion of project has slipped from 1 April to 31 May 1997.

<b>NUMBER OF OPERATING LOCATIONS &amp; CIVILIANS ASSIGNED</b>		
<b>STATE</b>	<b>Jan-97</b>	
	<b># Employees</b>	<b># Locations</b>
Alabama	251	20
Alaska	2	2
Arizona	353	9
Arkansas	18	9
California	2,394	85
Colorado	212	12
Connecticut	576	38
Delaware	9	5
District of Columbia	36	2
Florida	518	42
Georgia	294	19
Hawaii	3	1
Idaho	1	1
Illinois	286	26
Indiana	218	12
Iowa	56	7
Kansas	167	10
Kentucky	34	10
Louisiana	103	11
Maine	10	6
Maryland	351	27
Massachusetts	1,029	52
Michigan	306	35
Minnesota	264	15
Mississippi	54	7
Missouri	448	18
Montana	2	2
Nebraska	8	3
Nevada	4	3
New Hampshire	99	12
New Jersey	513	70
New Mexico	29	3
New York	1,007	78
North Carolina	58	13
North Dakota	4	4
Ohio	741	57
Oklahoma	34	6
Oregon	25	6
Pennsylvania	770	89
Rhode Island	37	8
South Carolina	41	6
South Dakota	2	2
Tennessee	41	18
Texas	831	37
Utah	191	8
Vermont	39	4
Virginia	453	32
Washington	222	10
West Virginia	16	6
Wisconsin	90	18
Wyoming	-	-
<b>TOTAL</b>	<b>13,250</b>	<b>976</b>

<b>DCMDE Offices over 10 Employees</b>							
<b>Activity</b>	<b>Location</b>	<b>Employees</b>	<b>Sq Ft</b>	<b>UR</b>	<b>Authorized</b>	<b>Savings (sq ft)</b>	<b>Savings (\$)</b>
HQ	Boston	370	96,171	260	48,100	48,071	\$961,420
DCMC Birmingham	Birmingham	125	45,705	366	16,250	29,455	\$589,100
DCMC Atlanta	Marietta	146	38,776	267	18,980	19,796	\$395,920
DCMC New York	Staten Island	205	45,000	220	26,650	18,350	\$367,000
DCMC Springfield	Picatinny	174	38,406	218	22,620	15,786	\$315,720
DCMC Baltimore	Towson	229	41,100	179	29,770	11,330	\$226,600
DCMC Dayton	Dayton	135	27,137	197	17,550	9,587	\$191,740
DCMC Cleveland	Bratenhal	184	32,693	178	23,920	8,773	\$175,460
IASO	Phila	57	15,020	264	7,410	7,610	\$152,200
DCMC Baltimore	Manassas	90	16,941	188	11,700	5,241	\$104,820
DCMC Grand Rapids	Grand Rapids	74	14,564	197	9,620	4,944	\$98,880
DCMC Syracuse	Buffalo	35	9,245	264	4,550	4,695	\$93,900
DCMC Syracuse	Syracuse	73	13,865	190	9,490	4,375	\$87,500
DCMC Reading	Wyomissing	48	10,227	213	6,240	3,987	\$79,740
DCMC Pittsburgh	Pittsburgh (Fed)	48	10,176	212	6,240	3,936	\$78,720
APMO	Marietta	32	7,560	235	4,160	3,400	\$68,000
DCMC Boston	Boston	179	26,310	147	23,270	3,040	\$60,800
DCMC Stratford	Stratford	122	18,190	132	15,860	2,330	\$46,600
DCMC Indianapolis	South Bend	25	5,336	213	3,250	2,086	\$41,720
DCMC Orlando	Orlando	110	15,893	138	14,300	1,593	\$31,860
DCMC Dayton	Cincinnati	29	5,274	178	3,770	1,504	\$30,080
DCMC Syracuse	Johnson City	28	4,665	167	3,640	1,025	\$20,500
DCMC Dayton	WPAFB-CFT	16	3,014	189	2,080	934	\$18,680
DCMC Birmingham	Huntsville	16	2,908	182	2,080	828	\$16,560
DCMC Baltimore	Silver Sp.	17	3,000	176	2,210	790	\$15,800
DCMC Hartford	Hartford	148	19,950	134	19,240	710	\$14,200
DCMC Reading	New Cumberland	11	2,047	187	1,430	617	\$12,340
DCMC Boston	Manchester	16	2,674	167	2,080	594	\$11,880
DCMC Hartford	Cheshire	11	1,967	141	1,430	537	\$10,740
DCMC Atlanta	Charlotte	17	2,642	138	2,210	432	\$8,640
DCMC Detroit	Ann Arbor	16	2,500	156	2,080	420	\$8,400
DCMC Pittsburgh	Pittsburgh (Mar.)	14	2,000	143	1,820	180	\$3,600
<b>Total Savings @ \$20.00 / sq ft</b>							<b>\$4,339,120</b>

	<b>DCMDW Offices over 10 Employees</b>						
<b>Activity</b>	<b>Location</b>	<b>Employees</b>	<b>Sq Ft</b>	<b>UR</b>	<b>Authorized</b>	<b>Savings (sq ft)</b>	<b>Savings (\$)</b>
HQ	El Segundo	290	66,838	230	37,700	29,138	\$582,760
DCMC Chicago	Chicago	207	39,019	188	26,910	12,109	\$242,180
DCMC San Francisco	Sunnyvale	185	35,408	191	24,050	11,358	\$227,160
DCMC Van Nuys	El Segundo	62	17,959	290	8,060	9,899	\$197,980
DCMC Santa Ana	Santa Ana	108	20,831	239	14,040	6,791	\$135,820
DCMC Dallas	Dallas	224	34,434	154	29,120	5,314	\$106,280
DCMC Van Nuys	Van Nuys	165	26,501	160	21,450	5,051	\$101,020
DCMC Seattle	Bellevue	78	13,555	182	10,140	3,415	\$68,300
DCMC Van Nuys	Glendale	52	9,443	182	6,760	2,683	\$53,660
DCMC Van Nuys	Oxnard	42	8,140	194	5,460	2,680	\$53,600
DCMC Dallas	Oklahoma City	12	4,030	336	1,560	2,470	\$49,400
DCMC Twin Cities	Bloomington	127	18,931	149	16,510	2,421	\$48,420
DCMC St. Louis	St. Louis	181	25,839	143	23,530	2,309	\$46,180
DCMC Chicago	Milwaukee	67	10,615	158	8,710	1,905	\$38,100
DCMC Santa Ana	Anaheim	30	5,733	191	3,900	1,833	\$36,660
DCMC Albuquerque	Kritland AFB	23	4,740	206	2,990	1,750	\$35,000
DCMC Sacramento	Roseville	24	4,635	193	3,120	1,515	\$30,300
DCMO Ft Worth	Ft Worth	55	8,623	157	7,150	1,473	\$29,460
DCMC Denver	Englewood	103	14,616	142	13,390	1,226	\$24,520
DCMC San Diego	San Diego	184	24,840	135	23,920	920	\$18,400
DCMC Santa Ana	Ontario	70	9,930	141	9,100	830	\$16,600
DCMC Santa Ana	Irvine	57	7,961	140	7,410	551	\$11,020
DCMC Phoenix	Phoenix	108	14,575	135	14,040	535	\$10,700
DCMC Santa Ana	Downey	73	10,000	137	9,490	510	\$10,200
DCMC Seattle	Auburn	12	2,010	167	1,560	450	\$9,000
DCMC Dallas	Waco	11	1,785	162	1,430	355	\$7,100
DCMC Santa Ana	Long Beach	11	1,744	159	1,430	314	\$6,280
DCMO San Antonio	San Antonio	136	17,905	132	17,680	225	\$4,500
DCMC Dallas	Rockford	43	5,715	133	5,590	125	\$2,500
DCMC San Francisco	Concord	12	1,598	133	1,560	38	\$760
<b>Total savings @ \$20.00 / sq ft</b>							<b>\$2,203,860</b>



# **PLAS Performance Task**

## **3.1.4.2**

- FY 97: Reporting Goal 95%, based on employees accessing PLAS
- Approximate reporting rates
  - DCMDW: 94%
  - DCMDE: 80%
  - DCMDI: 30%-40%
- FY 98: Reporting Goal 100%, based on hours reported vs paid hours

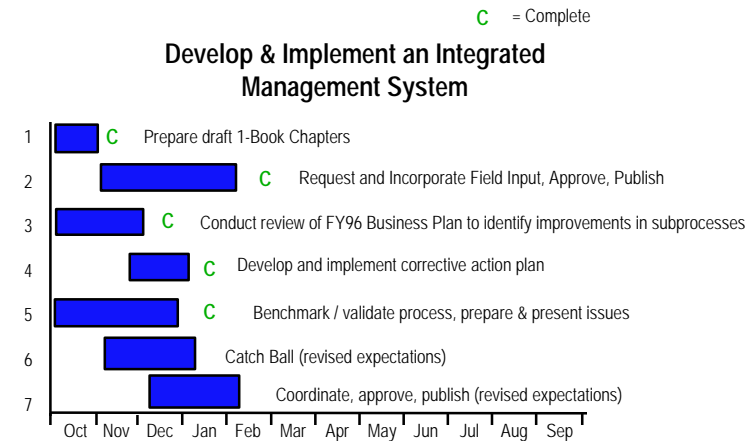
# 3.2.1-Develop & Implement an Integrated Management System

To deploy and implement a consistent, integrated system for the effective management of command resources.

3 tasks: Write One-Book chapters, institutionalize process, develop DCMC Strategic Plan.

The system was developed by the Business Process Team and was briefed at the Spring '96 Commander's Conference.

Regina Bacon, AQBA



143

## 3.2.1. - Integrated Management System

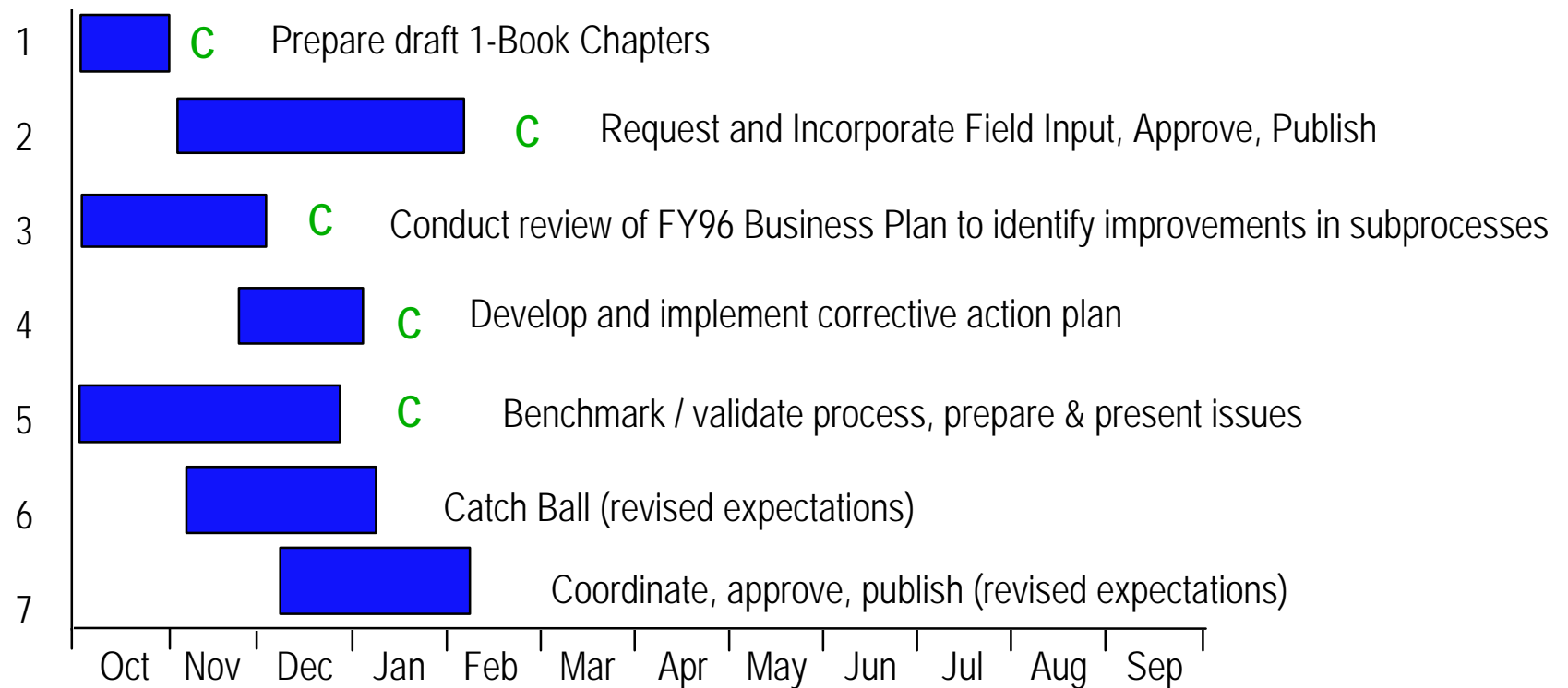
Status: Yellow

- Strategic planning process:
  - Revised expectations for FY 97 products
  - Will publish revised vision and strategic goals in the FY 98 Business Intent Plan
  - Revising process flow to work the process (scenario building) throughout year (to be published in policy memo - end of Jun 97)
- New initiative process:
  - Revisiting the process flow to better describe decision process

144  
210

C = Complete

## Develop & Implement an Integrated Management System



## 3.2.1. - Integrated Management System

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Status: Yellow

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- Strategic planning process:
  - Revised expectations for FY 97 products
  - Will publish revised vision and strategic goals in the FY 98 Business Intent Plan
  - Revising process flow to work the process (scenario building) throughout year (to be published in policy memo - end of Jun 97)
- New initiative process:
  - Revisiting the process flow to better describe decision process

## 4.2.1-Re-Engineer Reimbursable Process

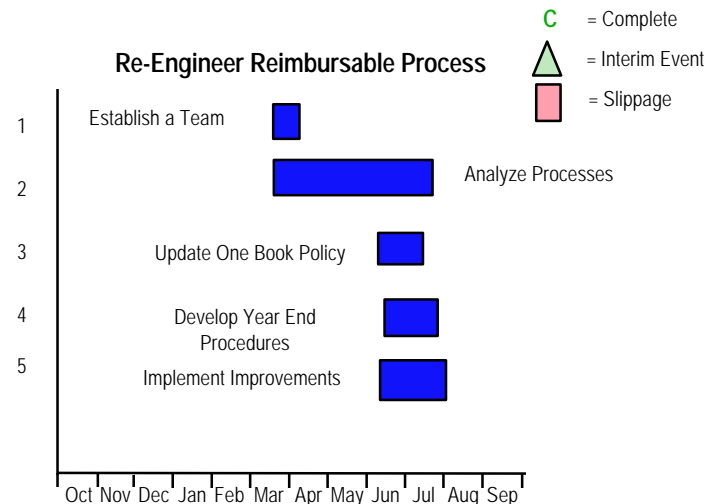
Implement risk management to the reimbursable process and improve forecasting, reporting, and billing procedures/processes

10 Mar 97 - GREEN

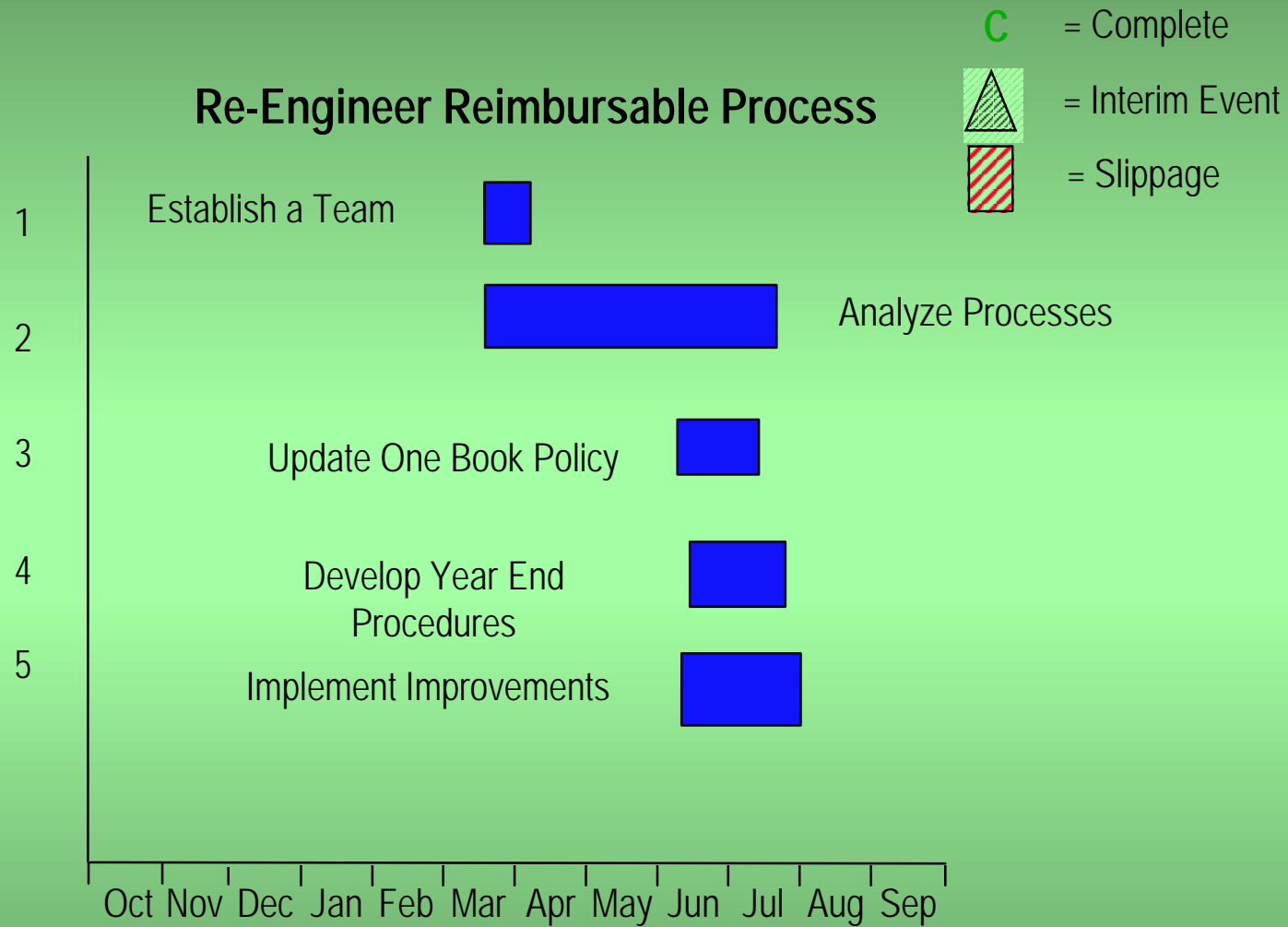
AQB letter of Mar 5 to Districts requested team members be identified by Mar 14.

Marcia Case, AQBA, 767-2394

Alyce Sullivan, AQBA, 767-2433



## Re-Engineer Reimbursable Process



## 5.1.1.6-Right Talent: Software Professional Development Program (SPDP)

30 Sep 97: 5% of SPDP registered personnel are certified at Level III and 30% are certified at Level II. Baseline: 472 DCMC personnel identified in Feb/Mar 97 SPDP program review.

RED:

10 March 97: FY-97 Course Schedule completed, and being executed by Lead Agent.

Target goals for FY-97 will not be met... new targets are 30% Level 2 / 5% Level 3 certified employees by Oct 1, 97.

Product Design, Development & Control Team,  
AQOF, Cmdr Jim Seveney, (703) 767-3358.

### Right Talent

#### Percentage of Certified Software Professionals

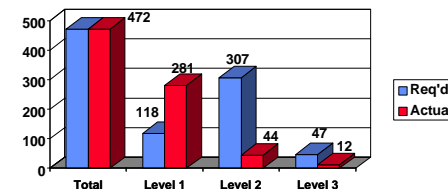
Status: Yellow → Red (FY97 Goal Will Not Be Met)

- FY-97 course schedule completed... implementing now
- DBMS training data has been updated:
  - Reviewed total SPDP rqmt based on updated DBMS data
  - Profile each S/W professional: training accomplished vs. req'd
- FY-97 certification % goals will not be met:
  - 65% at Level 2 unachievable... expect to reach 30% this year
  - 10% at Level 3 unachievable... expect to reach 5% this year
- FY-98 plan/budget request can achieve SPDP goals:
  - \$2.28M supports achievement of SPDP goals by Sep 98

97-5.1.1.6

3/12/97

### Software Professional Skill Rqmts Level 1, 2, 3



Requirement: Level 3 (Senior) - 10%  
Level 2 (Journeyman) - 65%  
Level 1 (Entry) - 25%

3/12/97

# Right Talent

## Percentage of Certified Software Professionals

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**Status: Yellow → Red (FY97 Goal Will Not Be Met)**

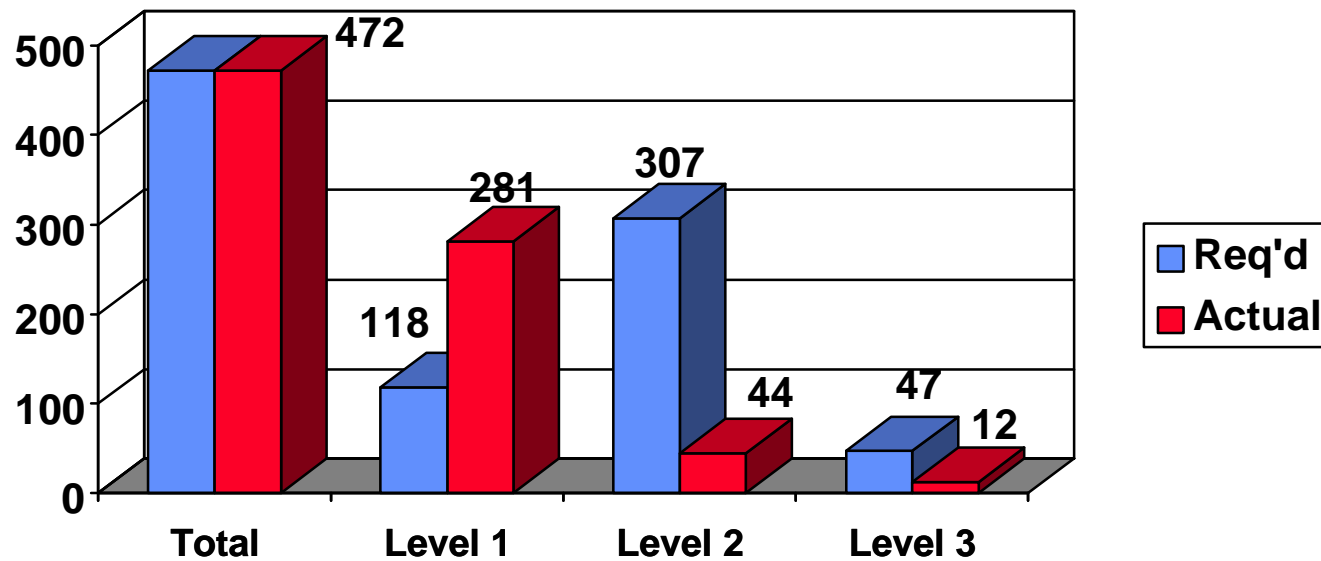
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# Software Professional Skill Rqmts

## Level 1, 2, 3

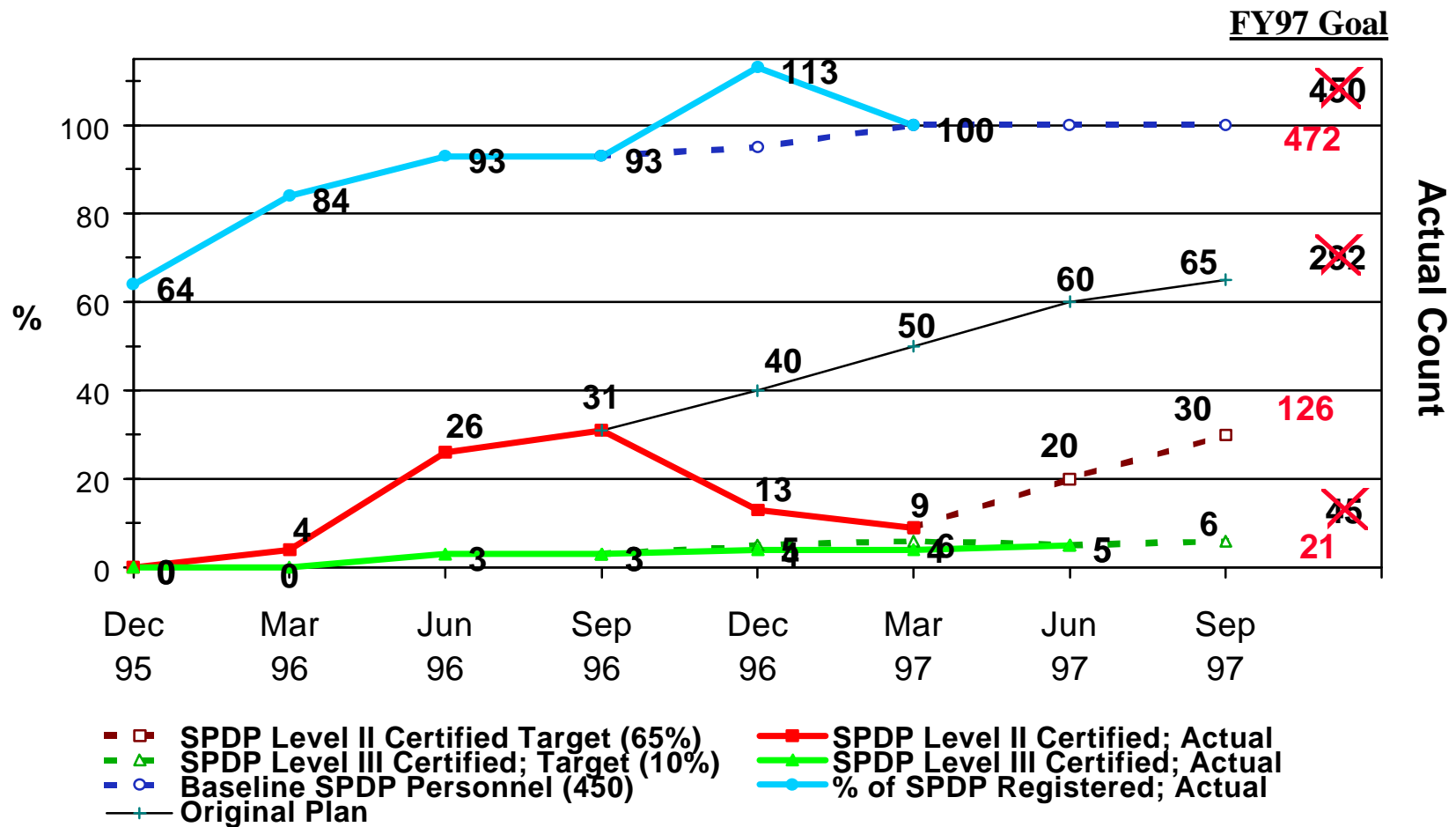


**Requirement:**

Level 3 (Senior)	-	10%
Level 2 (Journeyman)	-	65%
Level 1 (Entry)	-	25%

# Right Talent

## Percentage of Certified Software Professionals

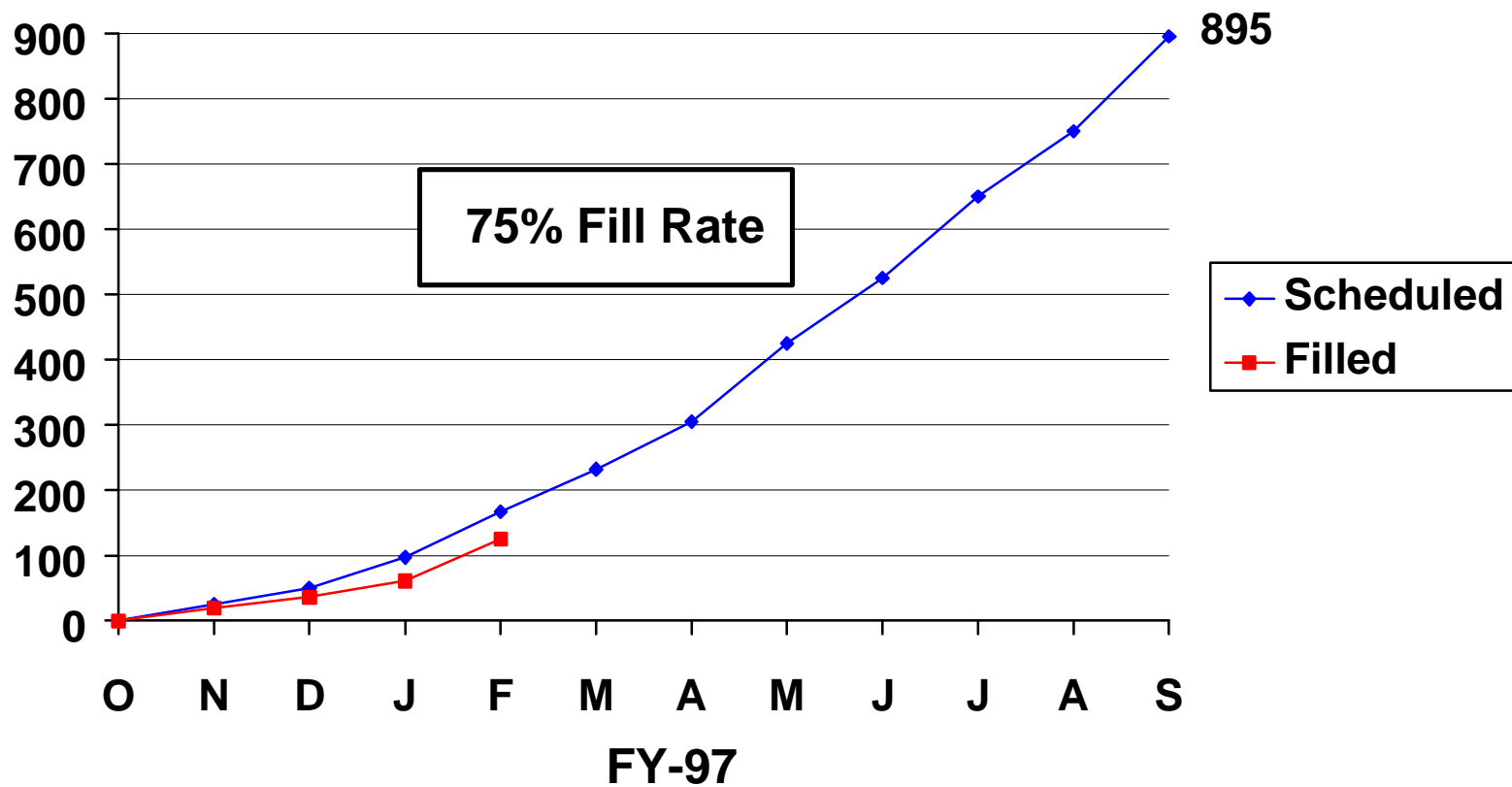


97-5.1.1.6

# SPDP Execution Status

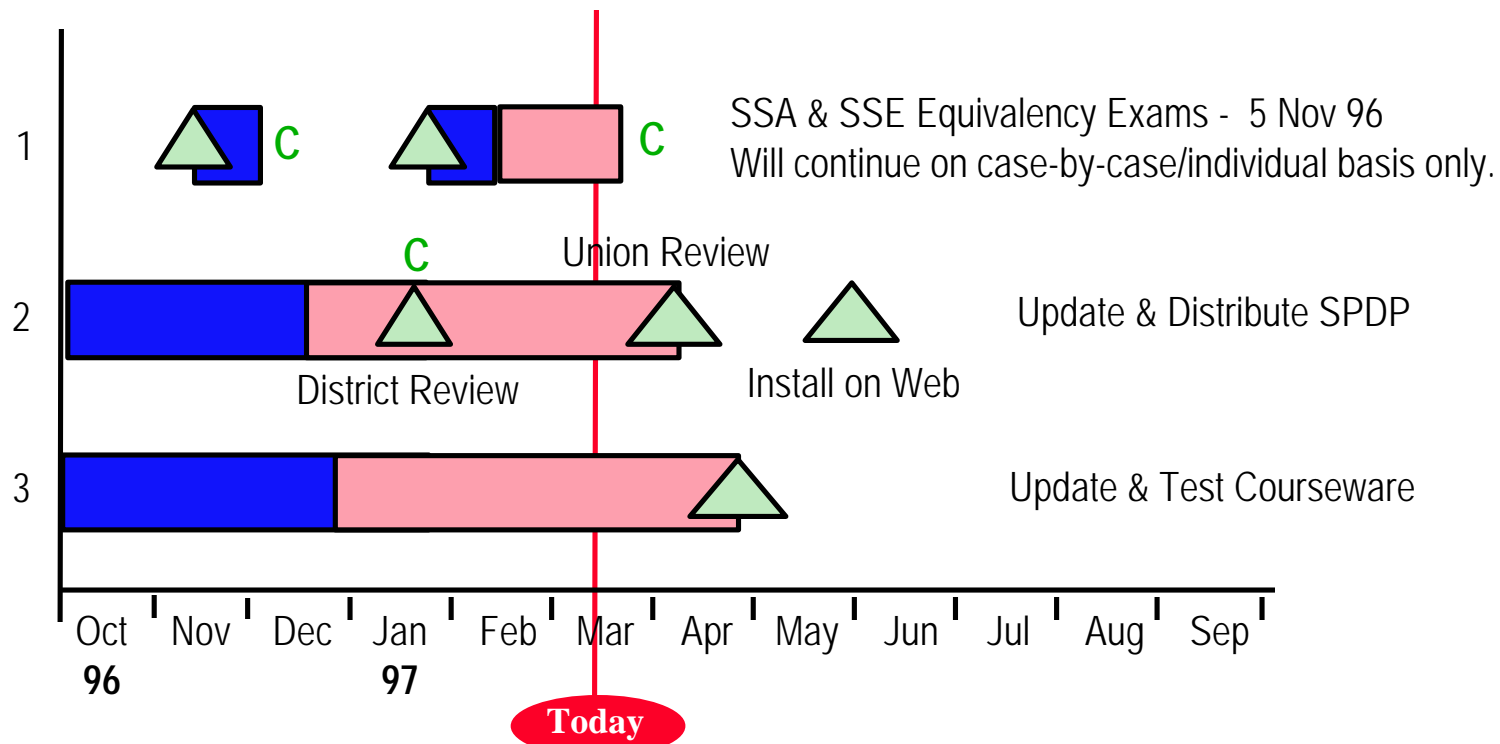
## Training Quotas

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# SPDP Plan & Execution Status FY-97

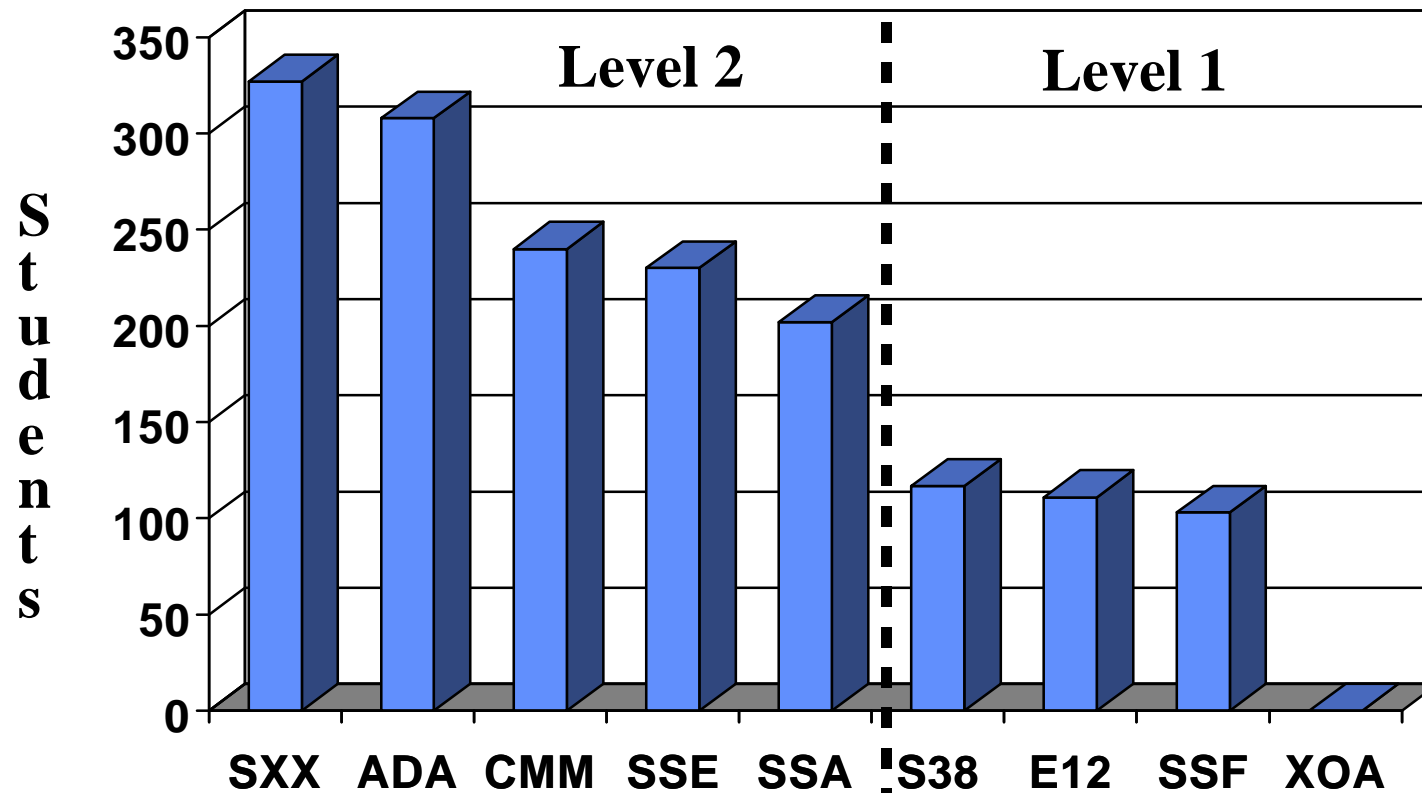
- C = Complete
- △ = Interim Event
- = Slippage



# SPDP Status

## Remaining Course Requirements

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**Level 1 & 2 Courses Needed (Total: 1638)**

# **Performance Goal 5.2.1**

## **Partnering with the Union**

- STATUS: YELLOW**
- The current Organization / Structure of the Partnership Council does not support the volume of information provided to the Union by DCMC**
- AQB met with Union President to address potential solutions**
- Proposed resolution:**
  - A PAT of DLA / Union Officials will develop an alternative approach**

# Benefits Tracking

- Efforts in these categories:

- Increase Partnership Agreements with the Union
- Improve Communications

- To determine our progress in becoming the model for management and employee partnership

- Measure the following:

- Number of Partnership Opportunities and
- Number of new agreements
- Track Decrease in the Number of ULP and Grievances

# **PARTNERSHIP OPPORTUNITIES**

- **October MMR Action was to develop a Metric to quantify Partnership Opportunities**
- **November VTC with District Reps established the mechanisms to track Partnership Opportunities**
- **December LMR training for Headquarters**
- **February MMR, briefed new Metric (Partnership Opportunity)**
- **March policy letter and additional training developed**



# **ACTION ITEMS**

## **AQ**

### **MONTHLY MANAGEMENT REVIEW**

# AQ ACTION ITEMS

## MONTHLY MANAGEMENT REVIEW

### 1. **CLOSED.** PERCENTAGE OF SOFTWARE RECOMMENDATIONS

**ADOPTED** - Review the metric and make a recommendation regarding changing the calculation. (AQOF - FEB 97)

Mar 11: The metric definition was reviewed with input from all parties concerned. It was decided that the metric definition should remain the same.

2. **CLOSED.** INDUSTRY/GOVERNMENT CROSSTALK MEETING - Add UCA proposals on agenda for the Feb 26 DCMC/DCAA/AIA/NASA meeting. (AQOF - FEB 97)

Feb 20: UCAs added to meeting agenda.

**3. CLOSED. DAU QUOTAS** - DCMC HQ turned back spaces they could not use to DASC. Analyze the process to determine whether the process is broken . If broken prepare a plan to fix it. Also determine why DAU spaces were not used. (AQOJ - FEB 97)

Mar 12: DASC-HP and AQBE analyzed the DAU course data. As of Mar 11, the DCMC HQ's projected fill rate for FY97 is 93%. AQ was given 27 quotas for FY97, 25 of which are projected to be filled. The second quarter had 100% fill rate.

The two quotas not filled were in the first quarter FY97. The CON 104 class was provided with neither sufficient time to obtain a fill nor enough time to turn the course back in (turn in by Nov 15, class started Nov 4). The PQM 103 class was not a priority 1 course. According to DASC, ALMC had it on their books about 5 years ago. DASC had requested the course as an on-site requirement. Originally DLA was given 30 seats, but was able to turn back 20 to DCPSO during a swap meeting. Although the needs changed DCPSO had not taken it off their requirements list. In both cases HQ DCMC had no one signed up for the courses nor were they reflected on anyone's Individual Development Plan. Unfortunately, once the course was assigned to DCMC in ATRRs the organization was committed to the course.

As we continue to pick up and fill "unprojected" courses offered up by DLA as short notice requirements, our quota fill rate will improve.

#### **4. OPEN. SOFTWARE PROFESSIONAL DEVELOPMENT PROGRAM (SPDP)**

**GUIDE** - The interim training guide, published Jan 95, was coordinated through the Union. An update to the guide is currently under review. Assure the revised SPDP training guide is fully coordinated with the union. (AQOF - FEB 97)

Mar 11: All DCMDs are currently reviewing the guide. We plan to submit the guide to the Union by 31 March.

**5. CLOSED. TRAINING GOALS AND ASSOCIATED FUNDING** - Discussion at the meeting indicated more training needs to be accomplished than can currently be funded. Also, the goals for training are higher than can be accomplished with the dollars currently budgeted. Revisit the training goals and the funding associated with the current goals. (AQOJ - FEB 97)

Mar 10: Funding has been provided to support training priorities. No additional funds have been provided for FY97.

**6. CLOSED. DBOF CHALLENGE** - Revise Performance Goal 3.1.4 to reflect efforts to implement Unit Cost Management (formerly known as DBOF). (AQBD - FEB 97)

Feb 27: Performance Goal 3.1.4 in the FY97 DCMC Performance Plan has been revised to reflect DCMC's efforts to implement unit cost management. The first quarter update of the plan, which contains the revised 3.1.4, was distributed under cover memorandum dated February 27, 1997.

**7. CLOSED. INTERNAL OPERATIONS ASSESSMENTS.** District Commanders recommend changing the IOA Improvement Plan submission process regarding how the plans are provided concurrently to the District Commander and the DCMC Commander. The District Commanders suggest having the CAO route the improvement plans through the District Commander who will provide comments/work with the CAO to assure the proposed corrective actions planned address the root cause(s). The CAO improvement plan, along with the District Commander's comments, will then be forwarded to the DCMC Commander. Revisit and discuss with AQ DCMC policy memorandum 96-28, Assessment Follow-up. (AQBC - FEB 97)

Mar 6: Maj Gen Drewes wants to keep the current process, i.e. CAO IOA Improvement Plans will be forwarded concurrently to Commander, DCMC and District Commander. However, a change in the evaluation will occur. HQ staff elements (AQO and AQB) will coordinate joint review of CAO IOA improvement plans among the CAO, District HQs, and the Assessment Center and provide consolidated recommendations to the Commander, DCMC. AQBC will provide overall HQ DCMC staff coordination for IOA reports and Improvement Plans.

**8. CLOSED. ACTION ITEMS** - Label all action items "open" or "closed." (Drop the "partially complete" label.) (AQBC - FEB 97)

Feb 20: All FEB MMR action items reflect either "open" or "closed."

**9. OPEN. UCAs** - Change the metric to overage dollars after the Automated Metric System (AMS) has been installed for this item. (AQOD - AUG 96)

Aug: Overage dollars has been identified as the metric for UCAs. It will be collected after the Automated Metric System (AMS) has been installed. The first increment of AMS, which will include this measure, was scheduled to go into operation Jan 97.

Dec: AMS schedule has slipped to May 97. (This action will be closed upon implementation of the AMS increment incorporating UCAs.) ECD: May 97.

**10. OPEN. CUSTOMER SATISFACTION SURVEYS** - Check with liaisons to determine their input on who best to survey within their ICPs. (AQOA - Dec 96)

Feb 20: Input has been received from liaisons. The plan of action is under review. ECD: Mar 17, 97.

Mar 11: Business unit chiefs will be surveyed at the DLA ICPs. Equivalent single program managers at AF Logistic Centers will also be surveyed. ECD: Mar 17, 97.

**11. CLOSED. INFORMATION TECHNOLOGY** - Develop a way, based on past performance, to point to contractors who should be awarded Automated Information System (AIS) contracts. (AQAC - Dec 96)

Feb 20: Met with CANM on Feb 5 to initiate action to develop procedures to consider past performance when awarding contracts for AIS development. ECD: Mar 31, 97.

Mar 11: The approach to be used is to ensure our contractors are certified at Capability Maturity Model (CMM) Level II or higher. The Industry accepted Software Engineering Institute's (SEI) Assessment Methodology will be used.

**12. OPEN. INFORMATION TECHNOLOGY** - Redo the method we use to rate the IRM area (performance goal) in the MMR. (We need a way to reflect original milestones and schedule slippages.) (AQAC - Dec 96)

Feb 20: New FY97 Information Technology Performance Goal 2.1.6 submitted to AQBA. It is on the schedule to be briefed during Mar MMR by AQAC. ECD: Mar 14, 97.



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**13. CLOSED. TRIP INFORMATION** - Establish procedure to have as part of read ahead package CAO metrics for each AQ visit. (AQBC - Oct 96)

Feb 20: Draft procedure being revised based on AQB comments. ECD: Mar 31, 97

Mar 6: AQB has approved the Commander's portfolio process. A CAO portfolio will be prepared (similar to IOA portfolios) for planned AQ visits to CAOs.